Missouri Multi-County Juvenile Officer

Workload Study Report

Kristen Johnson
Dennis Wagner, Ph.D.

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National Council on Crime and Delinquency

426 South Yellowstone Drive, Suite 250
Madison, Wisconsin 53719

voice (608) 831-8882
fax (608) 831-6446

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EXECUTIVE SUMMARY

In March 2000, the Juvenile and Adult Court Programs Division of the Office of State Courts Administrator (OSCA) determined that a workload study of multi-county circuit court operations was needed to accurately determine the juvenile court's resource needs. OSCA subsequently contracted with the National Council on Crime and Delinquency (NCCD) to assist with design and implementation of the study. NCCD has conducted over 80 similar workload studies for adult or juvenile corrections agencies during the past decade. This report describes the study's design and reviews its findings.

BACKGROUND

Pursuant to the Juvenile Crime Bill of 1995, the State of Missouri recently adopted a risk classification system for delinquent youth, which impacts workload. This classification system has three main components:

1. An actuarial risk assessment tool completed at an informal adjustment conference or before adjudication that classifies youth into three categories with high, moderate, or low probabilities of re-offending;

2. A classification matrix which recommends sanctions and service interventions appropriate to the youth's risk level and his or her most serious adjudicated offense; and

3. For youth placed under formal supervision, differential contact standards associated with each risk level. For instance, high risk youth are to be contacted by juvenile officers four times per month versus one contact for a low risk youth or two for moderate risk youth.

In summary, a risk-based case management system estimates a youth's likelihood of continued involvement in delinquent behavior and makes recommendations about the most appropriate interventions given the identified level of risk. Because objective assessment procedures such as Missouri's risk

assessment are more accurate and reliable, they encourage more effective resource utilization (e.g., officers spending more time with youth with the highest risk of re-offending).

Actuarial risk assessment and the application of differential supervision contact standards based upon risk classification is part of the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders.[1] The face-to-face contacts probation staff are expected to have with a youth increase as the risk level increases, and this insures that officers are spending more time with youth with the highest risk of re-offending. In Missouri, for instance, the monthly contact standard for a low risk youth is one, but high risk cases are expected to have four contacts per month.

Juvenile Courts have limited staff resources for providing supervision and it makes sense to supervise high risk offenders much more closely than low risk offenders. This strategy is central to the OJJDP Comprehensive Strategy and is based on research studies which observed the impact of supervision on criminal behavior. These studies indicate that criminal activity among high risk cases may be reduced by 50% if they are provided more active supervision involving more frequent contact by probation officers.[2] Consequently, effective matching of supervision level to the juvenile offender's risk of re-offending permits courts to reduce crime and enhance public safety. However, this result can only be obtained if adequate staff resources are available to provide an effective level of supervision. Consequently, workload studies are critical in determining staff resource needs.

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[1] OJJDP, 1995.

[2] Eisenberg, Michael and Gregory Markley, "Something Works in Community Supervision," Federal Probation, Vol. 51, No. 4, 1987. Baird, Heinz, and Bemus, "A Two-Year Follow-Up of the Wisconsin Case Classification Project," American Correctional Association Monograph (1981).

OSCA's Juvenile and Adult Court Programs Division, through the Risk Assessment Committee, has only recently recommended that the risk classification and differential supervision system be implemented statewide. To date, nine circuits have formally implemented it and 13 circuits have informally done so.[3] Implementation of the risk classification and corresponding differentiated contact standards depends a great deal upon the staffing level. Officers cannot make the appropriate number of contacts necessary to meet standards on cases unless they have a caseload of reasonable size. Thus, workload impacts not only the implementation of Missouri's risk classification system but also the effectiveness of a court's intervention.

OBJECTIVES

Workload studies conducted by NCCD for correctional agencies are prescriptive, or performance-based. They are designed to estimate the number of direct service staff a court requires to *effectively* perform its public mission, i.e., preventing future juvenile delinquency, and protecting the community.

This study incorporates service effectiveness into workload measurement by observing the time staff required to serve a case according to the standards the Supreme Court has established to achieve positive outcomes for youth and families. The three objectives of the workload study reflect this focus on service effectiveness:

- Determine the number of deputy juvenile officers (DJOs) needed to conduct juvenile intake screening and investigations and supervise youth on probation in a manner which meets standards.

[3] Informal implementation indicates adoption of the risk classification tool and associated standards as practice guidelines, without formal training and implementation (including computer software) by state personnel.

- Develop an ongoing “workload accounting” system that will enable the OSCA to more efficiently distribute its available resources and ensure equitable distribution of workload across circuits.

- Describe the nature of ongoing intake, case disposition, and supervision activities, including where they take place, what activities consume a disproportionate amount of time, and the amount of time required by travel, paperwork, etc.

METHODOLOGY

A prescriptive, case-based research methodology was employed in the conduct of this study. For example, the study estimated the number of hours an officer required to supervise a high risk case when expected to make four face-to-face contacts with a youth or parent each month. Consequently, the *focus of the study is not the officer, but how much time an officer requires to serve a case at a prescribed standard.*

The amount of time an officer needs to supervise a case or conduct an investigation according to standards is referred to as a "workload value." During the workload study, officers recorded the time they spent serving a sample of their active cases for a month, and workload values were estimated from sample cases which met standards. The workload values derived from sample cases were then applied to the entire multi-court caseload to estimate the number of staff the court needs to meet standards on all active cases.

The workload study needed to measure the officer time necessary to serve or supervise a case from intake screening to case termination. To accomplish this, the study classified cases by type and then sampled cases of each type for observation during the study. This strategy makes it possible to obtain

accurate workload value estimates for all court case activity without unduly burdening officers. Officers tracked their activities on a sample of the following case types:[4]

- Juvenile Supervision Cases: Includes any case opened for informal or formal supervision, including intensive supervision cases. Both new cases and existing cases were sampled since the start of a case often involves different and sometimes more work than does an existing case. Officers recorded time spent supervising and serving sampled cases throughout the two months of the study.

- Intake Screening and Case Processing: Includes all work done during intake, from the time a youth is referred until a case is opened or the referral is rejected. These include intake screening and formal or informal case processing.[5] Officers recorded time spent completing these tasks from the time of assignment to completion.

Cases were sampled using different methods, and tracked for different time periods as described below:

- Ongoing cases were randomly sampled from each officer's caseload listing and were tracked from mid-September until mid-November 2000 (i.e., for two months).

- Intake and new cases were randomly selected during the first month of the study. New case times were tracked for 31 calendar days from the time of assignment. Intake screenings and formal/informal processing cases were tracked from assignment until completion of the task.

Supervisors were responsible for assigning sample cases, administering the workload study, and monitoring time recording.

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[4] Informal adjustment cases with no supervision assigned were excluded. Intakes do not include cases transferred from other counties; these transfer cases would be considered a supervision case under existing workload definitions. Child welfare cases were included in the data collection but were not included in the workload estimate because statewide practice standards are still being developed for this area of work.

[5] Informal case processing includes time spent preparing for and holding an informal adjustment conference, while formal case processing includes preparing a petition and appearing in court, as necessary, until final disposition is reached. For more information, refer to Appendix B.

Workload data was collected from ten multi-county circuits from mid-September through mid-November 2000. Sixty-nine officers participated. The study sample resulted in 177 intake case observations (i.e., screening and formal/informal processing) and 513 observations of delinquency supervision cases (both formal and informal).[6] Overall, 92.9% of the cases tracked met standards.[7] Appendix A provides more detail about the sample.

DERIVATION OF WORKLOAD ESTIMATE

Workload is the estimated number of staff hours the court requires to meet standards on the cases it currently serves each month. This is derived from multiplying the time estimates reviewed in the report by the average number of cases the court serves in a typical operating month. The workload estimate was derived for the referral process and supervision of delinquency cases because performance standards are in place for cases of these types.[8]

Table E1 reviews the estimated workload of the multi-county circuits for an average month. The workload values (hours per month necessary to meet court standards) for each type of case are displayed in the second column of the table. The table's third column shows the average number of cases active each

[6] For ongoing supervision cases, each month of case time recorded constitutes the standard observational period during which case service standards may be applied.

[7] Please note that officers were asked to meet standards on sampled cases if possible.

[8] Monitoring of child welfare cases was included during the data collection phase of the study. Since standards are still in the development phase for the monitoring of post-disposition child welfare cases, they were not included in the workload estimate. This ensures that the workload estimate reflects the time needed in order to meet standards for cases and referrals.

month.[9] The total workload hours required to serve cases in the multi-county circuits in a manner that meets current juvenile court standards are computed in the far right column.

For example, screening a referral to juvenile court intake has a workload value of 2.1 hours based upon study findings. During an average month in the preceding year, officers in the multi-county circuits screened 3,296 referrals to juvenile intake. Approximately 6,921.6 staff hours (3,296 referrals multiplied by 2.1 hours per referral) would be required to meet standards for these intake cases.

The rest of the table shows the estimated monthly workload hours for referrals being informally or formally processed, and delinquency supervision cases. The total workload for the multi-county circuits is estimated at 29,899.3 hours per month.

To translate workload into the estimated number of officers needed to meet demand, this estimate was divided by the number of hours an officer has available to perform direct service activity (110.3 hours per month) after subtracting average annual leave, sick leave, holiday time, etc. per month. The study findings estimate that 271.1 officers would be required to meet the court's service delivery standards for the existing caseload.[10] Since the current number of court direct service officers is 190.5, an additional 80.6 officers would be required to meet standards (a 42.3% increase from the existing staffing level).

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[9] For new and ongoing cases, the average number of cases by type is based upon the actual number of cases opened in the multi-county circuits at the end of each month, from August through December 2000 (based upon a case count form submitted by each circuit at the end of each month). The number of screenings and cases in processing is derived from Department of Youth Services (DYS) statistics for 1999.

[10] It should be noted that this figure includes officers who perform referral/casework only (i.e., deputy juvenile officers, Department of Family Services (DFS) liaisons, case aides, trackers, etc.). Supervisors and clerical staff were not observed in this study and are not included in this workload estimate.

Table E1

Missouri Multi-County Juvenile Officer Workload Study
Estimated Average Monthly Workload for Intake and Delinquency Supervision

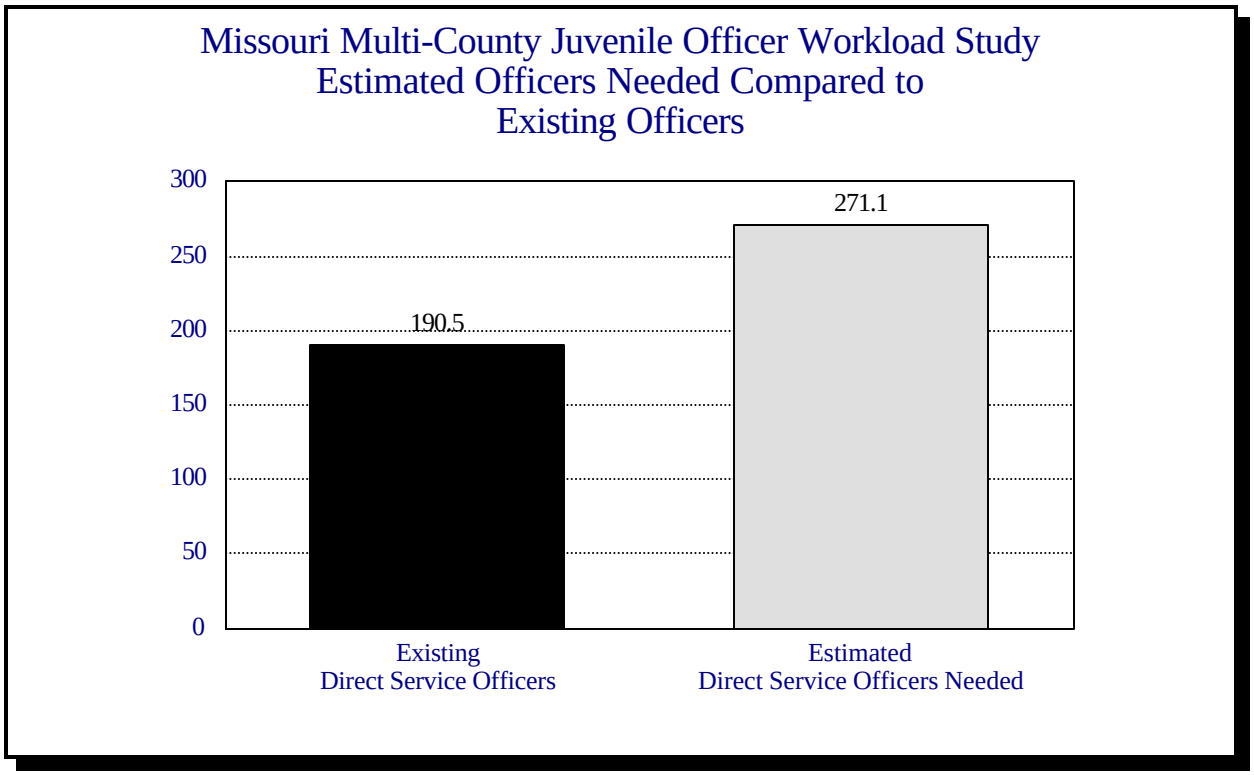
Case Type	Workload Hours/Case	Average Monthly Cases	Total Workload Hours
1. Delinquency and Child Welfare Intakes			
Screening	2.1	3,296	6,921.6
Informal Processing	2.0	637	1,274.0
Formal Processing	6.4	556	3,558.4
Intake Average Workload Demand in Hours			**11,754.0**
2. Delinquency Case Supervision			
Informal Cases	2.9	2,497	7,241.3
Formal Cases			
Low Risk	2.2	314	690.8
Moderate Risk	3.6	429	1,544.4
High Risk	7.0	292	2,044.0
Community-Based Intensive[11]	7.0	476	3,332.0
Unclassified	2.8	1,176	3,292.8
Supervision Average Workload Demand in Hours			**18,145.3**
Total Average Workload Demand in Hours Per Month			**29,899.3**
Total Direct Service Officers Required to Meet Workload Demand (*based upon 110.3 staff hours available to perform direct casework*)			271.1
Actual Direct Service Positions*			190.5
Total Additional Direct Service Officers Required			**80.6**

*Actual positions filled as of 5/2001 survey of circuits. Some positions, such as trackers, may be grant funded as opposed to state funded.

[11] The minimum standard for community-based intensive supervision cases across circuits is the same as that of high risk cases (four face-to-face contacts with the youth per month), therefore, the workload value for high risk cases was applied for this case type. Most of the intensive supervision cases sampled for observation were also high risk cases.

Figure E1 provides a graphic display of the multi-county circuits' current staff compared to the number of staff the workload study estimated are required to meet court service delivery standards.[12] As mentioned previously, the workload study estimates an additional 80.6 officers are needed to meet the circuits' existing workload.

Figure E1



SUMMARY

The primary objective of this workload study was to determine the number of direct service officers needed by juvenile and family courts in the 35 multi-county circuits to conduct investigations and serve

[12] Often agencies require mandatory training for new staff, and this training will reduce their time available to do investigate referrals or supervise cases.

cases in a manner consistent with existing court standards. The method used was a prescriptive, case-based study, in which workload values are based upon cases that met standards according to supervisor review.

The workload estimate is derived for case and referral types for which performance standards have been adopted by the courts, which is the intake and processing of delinquency and child welfare referrals and the supervision of delinquency cases. This ensures that the workload estimate reflects the time needed in order to meet standards for cases of this type. OSCA is currently developing standards for the monitoring of post-disposition child welfare cases, and therefore this type of work was not included in the workload estimate. Once standards are in place, these cases will be included in workload estimates.

Comparison to Other Workload Studies

The workload values derived as a result of the study are similar to those obtained during studies conducted by NCCD in other jurisdictions. Table E2 compares the resulting workload values derived from this study to those of other studies in jurisdictions which use risk classification and employ similar supervision contact standards. For example, high risk cases in each jurisdiction shown have a minimum contact standard of four face-to-face contacts with the youth per month. The workload value for high risk, formal supervision cases in Missouri is 7.0 hours. The equivalent workload value in Virginia is 6.3 hours, 8.8 hours in Oklahoma, and 7.0 hours in Maryland.

The workload values derived for the intake process are more difficult to compare, since case type definitions (i.e., what work is involved in screening or referral processing) vary between jurisdictions. As mentioned previously, Missouri's study looked at intake in two stages: screening (receipt of a referral and determining whether or not and how to process it) and case processing (as either a formal or informal

case). The study in Oklahoma did not separate out the screening process from the rest of the intake process, but did separate court processing from all other intake processing. Despite these differences, Missouri's intake workload values are similar to those of Oklahoma's. The workload value in Missouri for screening is 2.1 hours, while the value for intake processing in Oklahoma is 2.8 hours. Other states have somewhat lower intake times. Maryland's time is 1.4 and Virginia's is 1.3. The workload value for formal, court processing in Missouri is 6.4 hours, compared to 7.0 hours in Oklahoma, 8.1 in Maryland, and 6.9 in Virginia. Overall, the intake processing times observed here are similar to those found in other juvenile agencies.

Table E2

Comparison of Missouri Juvenile Officer Workload Values with Other Jurisdictions

	Minimum Monthly Face-to-Face Contacts	Missouri 2001 Estimates	Virginia (2001 Prelim.)	Oklahoma Youth Probation (1992)	Maryland Probation (1991)	Alaska Youth Services (1987)
Supervision Case Type						
Intensive	8	N/A	11.1	N/A	N/A	N/A
High	4	**7.0**	6.3	8.8	7.0	N/A
Medium	2	**3.6**	3.8	4.1	4.6	5.6
Low	1	**2.2**	2.4	2.9	2.6	3.0
Screening and Intake						
Screening/Detention Screening*		**2.1**	1.3	2.8	1.4	1.5
Intake Processing			N/A	N/A	N/A	3.3
Informal Processing		**2.0**				
Formal Processing **		**6.4**	6.9	7.0	8.1	N/A

Note: All studies were conducted by NCCD.
*Detention screening time for Virginia, Maryland, and Alaska.
** Pre-disposition processing for Virginia, Oklahoma, and Maryland.

Impact of Risk Classification on Workload Estimates

This study estimates workload for the multi-county circuits. Based upon the time needed to serve intake and supervision cases according to juvenile court standards and the volume of cases typically served, the multi-county circuits need an additional 80.6 direct service staff in order to meet standards for the current average caseload. This estimate does not include clerical staff or supervisors. These positions are typically requested as a proportion of the staff who perform direct supervision tasks.

I. INTRODUCTION

In March 2000, the Juvenile and Adult Court Programs Division of the Office of State Courts Administrator (OSCA) determined that a workload study of multi-county circuit court operations was needed to accurately determine the resource needs of the juveniles courts. OSCA subsequently contracted with the National Council on Crime and Delinquency (NCCD) to assist with design and implementation of the study. NCCD has conducted over 80 similar workload studies for adult or juvenile corrections agencies during the past decade. This report describes the study's design and reviews its findings.

II. BACKGROUND

Pursuant to the Juvenile Crime Bill of 1995, the State of Missouri recently adopted a risk classification system for delinquent youth, which impacts workload. This classification system has three main components:

1. An actuarial risk assessment tool completed at an informal adjustment conference or before adjudication that classifies youth into three categories with high, moderate, or low probabilities of re-offending;

2. A classification matrix which recommends sanctions and service interventions appropriate to the youth's risk level and his or her most serious adjudicated offense; and

3. For youth placed under formal supervision, differential contact standards associated with each risk level. For instance, high risk youth are to be contacted by juvenile officers four times per month versus one contact for a low risk youth or two for moderate risk youth.

In summary, a risk-based case management system estimates a youth's likelihood of continued involvement in delinquent behavior and makes recommendations about the most appropriate interventions given the identified level of risk.

Historically, risk assessment was an informal and highly discretionary procedure performed by individual probation officers who had different levels of experience and could apply very different assessment criteria when making the assessment. Informal assessment procedures have been criticized because they frequently lead to case decisions that are : 1) wrong, 2) inconsistent, 3) inequitable, and 4) lacking in accountability because the assessment criteria employed in decision making are unknown (Baird 1984; Clear 1988; Glaser 1987). Informal assessment procedures may also result in the mis-allocation of scarce agency resources by failing to assign youth to the appropriate supervision level or intervention program. Low risk offenders, for instance, should not be placed on intensive supervision, and high risk cases should not be assigned to informal probation. Because objective assessment procedures are more accurate and reliable, they encourage more effective resource utilization.

Actuarial risk assessment instruments, such as Missouri's, are developed by examining the statistical relationships between youth characteristics and recidivism within a specified follow-up period (such as 12 months). The likelihood that a youth will commit another delinquent offense is estimated using outcomes observed for cases with similar characteristics during a previous period (Baird 1984; Wagner 1992). Typically, actuarial risk assessment will accurately identify high risk cases that are three or four times more likely to commit a new offense than low risk cases. The use of risk assessment enables agencies to: 1) make decisions that are more reliable, consistent, and valid; and 2) more efficiently allocate limited system resources by targeting the most intensive interventions on the most serious, violent, and chronic offenders. Ultimately, the goal of risk assessment is to provide greater public safety by more accurately identifying high risk offenders and focusing resources on them.

Actuarial risk assessment and the application of differential supervision contact standards based upon risk classification is part of the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders.[13]

As mentioned previously, the benefit of risk classification is the ability to focus resources on youth who are most likely to re-offend. Juvenile Courts have limited staff resources for providing supervision and it makes sense to supervise high risk offenders much more closely than low risk offenders. This strategy is central to the OJJDP Comprehensive Strategy and is based on research studies which observed the impact of supervision on criminal behavior. These studies indicate that criminal activity among high risk cases may be reduced by 50% if they are provided more active supervision involving more frequent contact by probation officers.[14] Consequently, effective matching of supervision level to the juvenile offender's risk of re-offending permits courts to reduce crime and enhance public safety. However, this result can only be obtained if adequate staff resources are available to provide an effective level of supervision to offenders. Consequently, workload studies are critical in determining staff resource needs.

OSCA's Juvenile and Adult Court Programs Division, through the Risk Assessment Committee has only recently recommended that the risk classification and differential supervision system be implemented statewide. To date, nine circuits have formally implemented it and 13 circuits have informally implemented it.[15] Implementation of the risk classification and corresponding differentiated contact standards depends a great deal upon the staffing level. Officers cannot make the number of contacts

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[13] OJJDP, 1995.

[14] Eisenberg, Michael and Gregory Markley, "Something Works in Community Supervision," Federal Probation, Vol. 51, No. 4, 1987. Baird, Heinz, and Bemus, "A Two-Year Follow-Up of the Wisconsin Case Classification Project," American Correctional Association Monograph (1981).

[15] Informal implementation indicates adoption of the risk classification tool and associated court standards as practice guidelines, without formal training and implementation (including computer software) by state personnel.

necessary to meet standards on cases unless they have caseloads of reasonable size. Thus, workload impacts not only the implementation of Missouri's risk classification system but also the effectiveness of the court's intervention.

III. OBJECTIVES

Workload studies conducted by NCCD for correctional agencies are prescriptive, or performance-based. They are designed to estimate the number of direct service officers a court requires to *effectively* perform its public mission, i.e., preventing future juvenile delinquency, and protecting the community.

This study incorporates service effectiveness into workload measurement by observing the time staff required to serve a case according to the standards the Supreme Court has established to achieve positive outcomes for youth and families. The three objectives of the workload study reflect this focus on service effectiveness:

- Determine the number of direct service officers needed to conduct juvenile intake screening and investigations, serve child welfare cases, and supervise youth on probation in a manner which meets court standards.
- Develop an ongoing "workload accounting" system that will enable the OSCA to more efficiently distribute its available resources and ensure equitable distribution of personnel across circuits.
- Describe the nature of ongoing intake, case disposition, and supervision activities, including where they take place, what activities consume a disproportionate amount of time, and the amount of time required by travel, paperwork, etc.

IV. METHODOLOGY

A prescriptive, case-based research methodology was employed in the conduct of this study. For example, the study estimated the number of hours an officer required to supervise a high risk case when expected to make four face-to-face contacts with a youth or parent each month. Consequently, the *focus of the study is not the officer, but how much time an officer requires to serve a case at a prescribed standard.*

The amount of time an officer needs to supervise a case or conduct an investigation according to standards is referred to as a "workload value." During the workload study, officers recorded the time they spent serving a sample of their active cases for a month, and workload values were estimated from sample cases which met standards. The workload values derived from sample cases were then applied to the entire court caseload to estimate the number of staff needed to meet standards on all active cases.

V. CONDUCT OF THE WORKLOAD STUDY

In March 2000, NCCD, OSCA staff, and select juvenile court staff began to design the study. The planning group consisted of management, supervisory, and line staff, representing both urban and rural circuits. The planning group met on three different occasions for one-day planning sessions. These formal meetings were supplemented by informal contacts between group members and NCCD. The planning group assisted in the design and implementation of the study, and were a critical resource which helped insure the validity and reliability of the study.

The study sample consisted of ten multi-county circuits stratified by region and size of circuit.[16] Together, the sample represented 41% of the previous year's referrals to all multi-county circuits. Three of the circuits had formally and one had informally implemented the risk classification system and risk-based

[16] The sampled circuits were 5, 10, 13, 20, 26, 27, 33, 35, 36, and 37.

contact standards. Six circuits had not implemented the system and their cases were unclassified. All officers in the sampled circuits participated in a workload training session held in September 2000, and recorded time spent serving sample cases under actual field conditions between mid-September and mid-November 2000.

A. Selection of Cases for Study

The workload study needed to measure the officer time necessary to serve or supervise a case from intake screening to case termination. To accomplish this, the study classified cases by type and then sampled cases of each type for observation during the study. This strategy makes it possible to obtain accurate workload value estimates for all court case activity without unduly burdening officers. Officers tracked their activities on a sample of the following case types:[17]

- Juvenile Supervision Cases: Includes any case opened for informal or formal supervision, including intensive supervision cases. Both new cases and existing cases were sampled since the start of a case often involves different and sometimes more work than does an existing case. Officers recorded time spent supervising and serving sampled cases throughout the two months of the study.

- Child Welfare Cases: Includes child abuse/neglect and other child welfare[18] cases assigned to juvenile officers or Division of Family Services (DFS) liaison officers. As with supervision cases, both new cases and existing cases were sampled.

- Intake Screening and Case Processing: Includes all work done during intake, from the time a youth is referred until a case is opened or the referral is rejected. These include intake

[17] Informal adjustment cases with no supervision assigned were excluded. Intakes do not include cases transferred from other counties; these transfer cases would be considered a supervision case under existing workload definitions.

[18] "Other child welfare" cases (informal or formal) refer to child protection cases that do not result from allegations of child maltreatment, such as cases opened in relation to custody issues or adult abuse.

screening and formal or informal case processing.[19] Officers recorded time spent completing these tasks from the time of assignment to completion.

Cases were sampled using different methods, and tracked for different time periods as described below:

- Ongoing cases were randomly sampled from each officer's caseload listing and were tracked from mid-September until mid-November 2000 (i.e., for two months).
- Intake and new cases were randomly selected during the first month of the study. New case times were tracked for 31 calendar days from the time of assignment. Intake screenings and formal/informal processing cases were tracked from assignment until completion of the task.

Supervisors were responsible for assigning sample cases, administering the workload study, and monitoring time recording.

B. Workload Study Participants

Virtually all line staff from the sampled circuits were involved in the workload study. Each officer and DFS liaison officers recorded time he or she spent (including travel) serving a sample of cases. Time spent in general case support and non case-related administrative activities was also recorded. Supporting staff such as trackers, interns, and case aides, also recorded time they spent assisting the officer with a sampled case. Clerical staff, detention staff, social workers, police, judges, and specialized program staff were not involved in the study. Though supervisors helped implement the workload study data collection, they did not record time spent during the study.

[19] Informal case processing includes time spent preparing for and holding an informal adjustment conference, while formal case processing includes preparing a petition and appearing in court, as necessary, until final disposition is reached. For more information, refer to Appendix B.

C. Juvenile Court Service Standards

The purpose of the study was to determine the time required to supervise and serve cases or conduct investigations at prescribed minimum levels of service. The standards applied for each type of case were those approved by the Supreme Court. For cases classified by risk, standards varied by risk level. Unclassified cases also had a minimum standard applied. Specific juvenile court contact standards, case service, and documentation procedures for the various types of cases studied are detailed in Appendix B.

In order to develop the workload values (i.e., the estimate of the average time necessary to meet or exceed standards), the analysis used data only from those cases in which standards were met or exceeded. Juvenile officers were asked to meet the standards for the sample supervision and intake cases they were asked to track during the study, if possible, given their responsibility for other cases. Supervisors reviewed the sampled cases and indicated whether or not standards had been met for each case.

VI. WORKLOAD STUDY RESULTS

Workload data was collected from ten multi-county circuits from mid-September through mid-November 2000. Sixty-nine officers participated. The study sample resulted in 177 intake case observations (i.e., screening and formal/informal processing), 513 observations of delinquency supervision cases (both formal and informal), and 154 observations of child welfare cases.[20] Overall, 92.9% of the cases tracked met standards.[21] Appendix A provides more detail about the sample.

[20] For ongoing supervision and child welfare cases, each month of case time recorded constitutes the standard observational period during which case service standards may be applied.

[21] Please note that officers were asked to meet standards on sampled cases if possible.

A. Time Estimates for Cases Which Met Standards

Table 1 and Figure 1 show the average time recorded by officers (the workload values) for cases that met juvenile court standards.[22] For example, officers needed 2.1 hours on average to appropriately screen a juvenile intake and 2.9 hours per month to meet standards for the average informal supervision case.

The average case times reflect the nature of the work performed. Only 2.0 hours, on average, were necessary to process a referral as an informal case, but formal processing of cases, which includes preparation of a petition, other court documents, and court hearings, required 6.4 hours.

This relationship between average times and the nature of the work is also apparent for supervision cases. Informal supervision cases require one face-to-face contact per month with the child and family and 2.9 hours were needed to meet that standard. Low risk formal cases also require one face-to-face contact, and officers spent an average of 2.2 hours meeting that standard. High risk cases have a more rigorous supervision standard and, therefore, take more time to supervise; the monthly standard is four face-to-face contacts and, on average, 7.0 hours were needed to supervise juveniles at that level. High risk juveniles are most likely to commit another offense and the juvenile court adopted the risk-based supervision standard to focus intervention efforts on these cases. It must be expected that these cases take more officer time. Moderate risk cases are contacted twice a month and officers spent approximately 3.6 hours each month serving them. Officers spent an average of 2.8 hours per month on unclassified formal supervision cases.

[22] As noted previously, supervisors reviewed cases and time recording forms and indicated whether or not standards were met.

Child welfare cases were also studied. Officers spent an average of 5.6 hours per month on new cases which involved considerable investigation and court work when the case entered the court system. Ongoing child welfare cases required 2.6 hours which is very similar to the time reported for informal supervision cases.

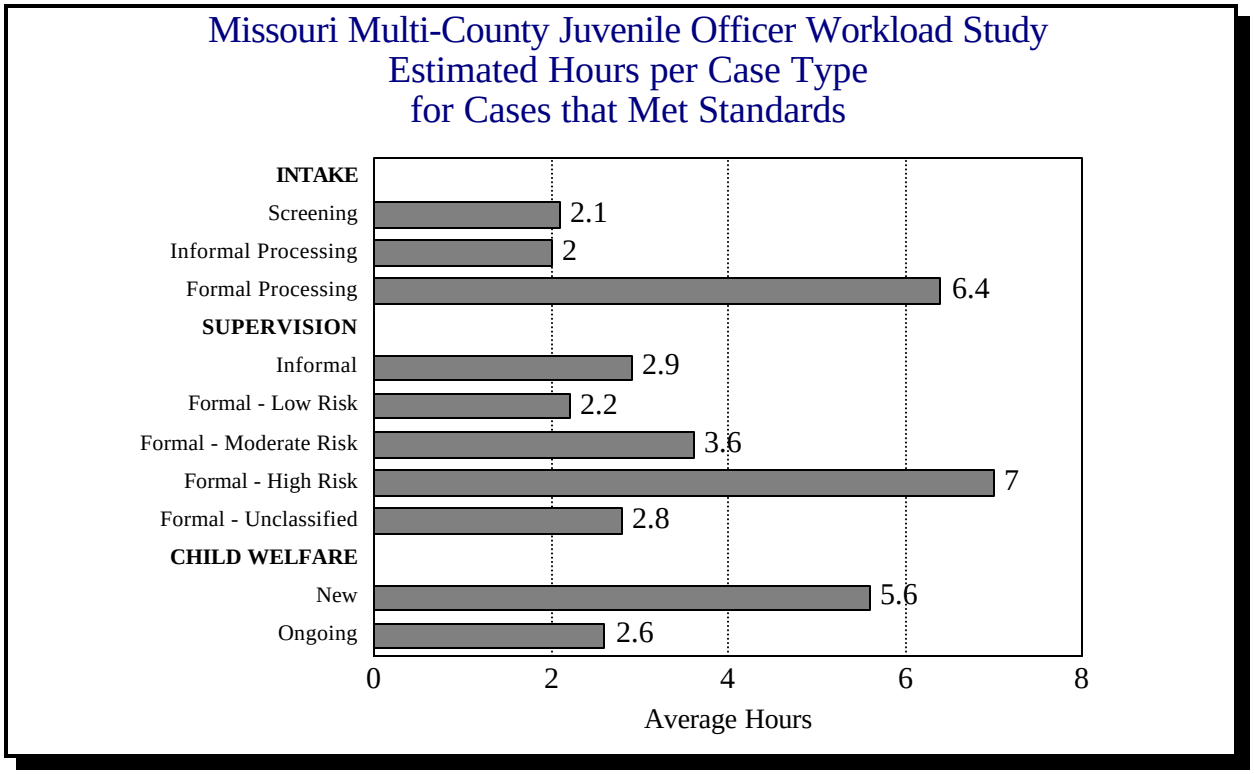
Table 1

Missouri Multi-County Juvenile Officer Workload Study
Estimated Hours to Meet Standards by Case Type

	Cases That Met Standards	
Sample Case Type	**Avg. Hrs.**	**N**
Delinquency and Child Welfare Intake Processing		
Screening	2.1	74
Informal Processing	2.0	41
Formal Processing	6.4	53
Supervision Cases		
Informal Cases	2.9	125
Formal Cases		
Low Risk	2.2	65
Moderate Risk	3.6	110
High Risk	7.0	83
Unclassified	2.8	86
Child Welfare		
New	5.6	19
Ongoing	2.6	128

Note: For intake processing, the time indicated is the average hours needed to process the intake of that type. For supervision and child welfare cases, the time is the average hours needed per month to serve a case of the type indicated.

Figure 1


Missouri Multi-County Juvenile Officer Workload Study
Estimated Hours per Case Type
for Cases that Met Standards
INTAKE
Screening
2.1
Informal Processing
2
Formal Processing
6.4
SUPERVISION
Informal
2.9
Formal - Low Risk
2.2
Formal - Moderate Risk
3.6
Formal - High Risk
7
Formal - Unclassified
2.8
CHILD WELFARE
New
5.6
Ongoing
2.6
0
2
4
6
8
Average Hours

B. Officer Time Available

In Missouri, the typical full-time officer is paid for 173.3 hours each month, or 2,080 hours each year. Sick leave, vacation, and holiday leave significantly reduce these available work hours. Based upon state and sample circuit administrative records, officers average 10.6 hours of vacation/personnel leave per month, 5.3 hours of sick leave, 8.7 hours of holiday leave, and three hours of training per month. Officers are not available to supervise youth or conduct investigations when they are on leave or in training (see Table 2).

Although officers spend most of their time performing intake tasks and supervising the cases assigned to them, they also perform a variety of general case support and administrative tasks which reduce the time they have to serve cases they are assigned.

In general, officer case support time is essential to the court's public protection mission because it supports the effective functioning of the juvenile court's direct service programs, but cannot be related to a particular case assigned to an officer. The time officers spend in unit case staffings or case training, for instance, may help them serve and supervise youth more effectively but cannot be assigned to a particular case. Other case support activities include assisting other officers with their cases, performing on-call or group supervision duties, and performing other case-related work. As Table 2 indicates, officers currently spend an estimated 17.6 hours each month performing these kind of case support activities.

Administrative time includes activities indirectly related to client services such as administrative meetings, coordinating with community service providers, serving on court or community task forces, providing public information about juvenile delinquency to community organizations or other forms of community work, preparing of staff surveys, completing travel claims, work safety, personnel development training, etc. Officers spend an average of 17.9 hours per month performing work activities of this nature.

After subtracting the hours that officers are not available, an officer has an average of 110.3 hours per month to perform the direct service tasks which are essential to the court's mission (see the bottom row of Table 2).

Table 2

Missouri Multi-County Juvenile Officer Workload Study
Estimated Hours Available for Officers

Total Work Hours Per Month[23]	**173.3**
Average Leave Used	10.6
Average Sick Leave Used	5.3
Average Allotted Holiday Leave (13 days per year)	8.7
Average Training Time	3.0
Monthly Hours Available to Officers by Policy	145.8
Case Support Time	17.6
Administrative Time	17.9
Monthly Hours Available to Officers	**110.3**

The time officers spent providing support for cases assigned to other officers or performing administrative tasks was estimated by recording these activities during the two-month study. Table 3 shows the type of case support and administrative work performed and the average amount of time spent by officers by task. Of case support work performed, officers spent an average of 6.7 hours doing on-call work, 4.5 hours in case staffing or consultations, 1.7 hours covering for another officer, and an additional 4.7 hours in other case support activities.

[23] Averages are based upon data received by the ten sampled circuits, with the exception of allotted holiday leave (which came from OSCA). In most cases, data was provided for a one-year period, which was then divided by 12 months to obtain the average per month. Regarding vacation leave, OSCA allots 10-14 hours of vacation per month, based upon an officer's number of years of service. The estimate for vacation time is based upon time used rather than allotted because the information was more readily available. The averages for leave used and sick leave used are based upon nine circuits.

Of the 17.9 hours officers spent performing administrative tasks, most of the time (11.0 hours) involved court or community task forces or meetings. An additional 2.2 hours were spent on public information and 4.7 on general administrative work (time sheets, travel claims, administrative meetings, etc.).[24]

Table 3

Missouri Multi-County Juvenile Officer Workload Study
Estimated Time Spent Per Month Performing Case Support and Administrative Work

	Hours	Percent of Total Time
Case Support Time	**17.6**	**10.1%**
Case Staffing/Consulting	4.5	2.6%
Substitute Coverage	1.7	1.0%
On-Call Work	6.7	3.9%
Other Case Support*	4.7	2.7%
Administrative Time	**17.9**	**10.3%**
Court or Community Tasks Forces/Meetings/Consultants	11.0	6.3%
Public Information in Community Work	2.2	1.3%
Other Non-Case Administrative Work*	4.7	2.7%

Note: The above estimates are based upon 134 observations of case support and administrative work performed by staff during a month (69 workers during the first month of the study and 65 workers during the second month of the study). Percentages are based upon 173.3 hours available per month per officer.

* See Appendix C for examples.

[24] Examples of other case support and other administrative work noted by officers are shown in Appendix C.

C. Derivation of Workload Estimate

Workload is the estimated number of staff hours the court requires to meet standards on the cases it currently serves each month. This is derived from multiplying the time estimates reviewed above (the workload values in Table 1) by the average number of cases the court serves in a typical operating month.

The workload estimate was derived for the referral process and supervision of delinquency cases because performance standards are in place for cases of these types. Since standards are still in the development phase for the monitoring of post-disposition child welfare cases, they were not included in the workload estimate. This ensures that the workload estimate reflects the time needed in order to meet standards for cases and referrals.

Table 4 reviews the estimated workload of the multi-county circuits for an average month. The workload values (hours per month necessary to meet court standards) for each type of case are displayed in the second column of the table. The table's third column shows the average number of cases active each month.[25] The total workload hours required to serve cases in the multi-county circuits in a manner that meets current juvenile court standards are computed in the far right column.

For example, screening a referral to juvenile court intake standard has a workload value of 2.1 hours based upon study findings. During an average month in the preceding year, officers in the multi-county circuits screened 3,296 referrals. Approximately 6,921.6 staff hours (3,296 referrals multiplied by 2.1 hours per referral) would be required to meet standards for the intake of these cases.

[25] For new and ongoing cases, the average number of cases by type is based upon the actual number of cases opened in the multi-county circuits at the end of each month, from August through December 2000 (based upon a case count form submitted by each circuit at the end of each month). The number of screenings and cases in processing is derived from DYS statistics for 1999.

The rest of the table shows the estimated monthly workload hours for referrals being informally or formally processed, and delinquency supervision cases. The total workload for the multi-county circuits is estimated at 29,899.3 hours per month.

Table 4

Missouri Multi-County Juvenile Officer Workload Study
Estimated Average Monthly Workload for Intake and Delinquency Supervision

Case Type	Workload Hours/Case	Average Monthly Cases	Total Workload Hours
1. Delinquency and Child Welfare Intakes			
Screening	2.1	3,296	6,921.6
Informal Processing	2.0	637	1,274.0
Formal Processing	6.4	556	3,558.4
Intake Average Workload Demand in Hours			**11,754.0**
2. Delinquency Case Supervision			
Informal Cases	2.9	2,497	7,241.3
Formal Cases			
Low Risk	2.2	314	690.8
Moderate Risk	3.6	429	1,544.4
High Risk	7.0	292	2,044.0
Community-Based Intensive[26]	7.0	476	3,332.0
Unclassified	2.8	1,176	3,292.8
Supervision Average Workload Demand in Hours			**18,145.3**
Total Average Workload Demand in Hours Per Month			**29,899.3**

[26] The minimum standard for community-based intensive supervision cases across circuits is the same as that of high risk cases (four face-to-face contacts with the youth per month), therefore, the workload value for high risk cases was applied for this case type. Most of the intensive supervision cases sampled for observation were also high risk cases.

D. Estimated Staff Needed to Meet Workload Demand

Table 5 estimates the number of direct service officers needed to meet the estimated workload, and compares that number to the number of existing officers. The previous table showed that the total workload for the multi-county circuits is estimated at 29,899.3 hours per month. This estimate was divided by the number of hours an officer has available to perform direct service activity (110.3 hours per month, see Table 2). The study findings estimate that 271.1 officers would be required to meet the court's service delivery standards for the existing caseload.[27] Since the current number of direct service officers is 190.5, an additional 80.6 officers would be required to meet standards (a 42.3% increase from the existing staffing level).

Table 5

Missouri Multi-County Juvenile Officer Workload Study
Estimated Average Monthly Workload Demand and Number of Staff Needed for Intake and Delinquency Supervision

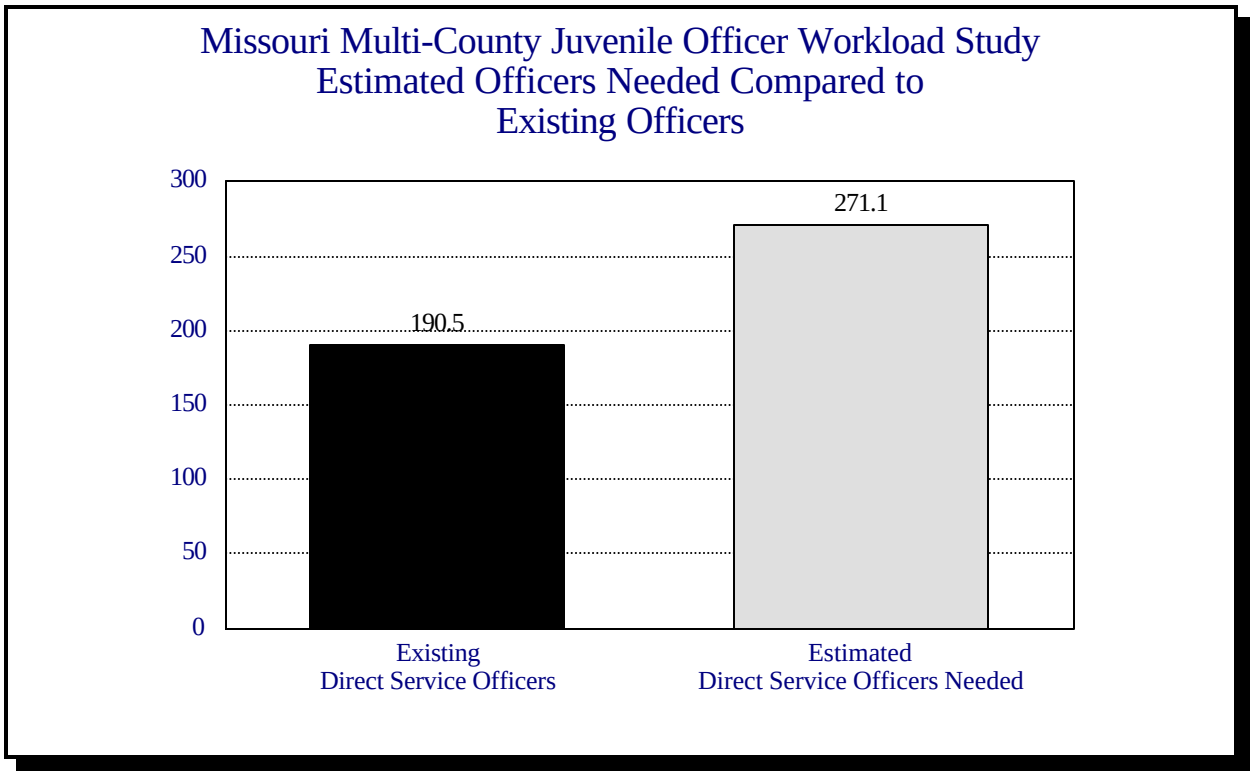
Total Average Workload Demand in Hours Per Month (from Table 3)	29,899.3
Total Direct Service Officers Required to Meet Workload Demand (*based upon 110.3 staff hours available to perform direct casework*)	271.1
Actual Direct Service Positions*	190.5
Total Additional Direct Service Officers Required	**80.6**

*Actual positions filled as of 5/2001 survey of circuits. Some positions, such as trackers, may be grant funded as opposed to state funded.

[27] It should be noted that this figure includes officers who perform referral/casework only (i.e., deputy juvenile officers, DFS liaisons, case aides, trackers, etc.). Supervisors and clerical staff were not observed in this study and are not included in this workload estimate.

Figure 2 provides a graphic display of the multi-county circuits' existing staff compared to the number of staff the workload study estimated are required to meet court service delivery standards. As mentioned previously, the workload study estimates an additional 80.6 staff are needed to meet the circuits' existing workload.

Figure 2



VII. SUMMARY

The primary objective of this workload study was to determine the number of direct service officers needed by juvenile and family courts in the 35 multi-county circuits to conduct investigations and serve cases in a manner consistent with juvenile court standards. The method used was a prescriptive, case-

based study, in which workload values are based upon cases that met standards according to supervisor review.

The workload estimate is derived for case and referral types for which performance standards have been adopted by the courts, which is the intake and processing of delinquency and child welfare referrals and the supervision of delinquency cases. This ensures that the workload estimate reflects the time needed in order to meet standards for cases of this type. OSCA is currently developing standards for the monitoring of post-disposition child welfare cases, and therefore this type of work was not included in the workload estimate. Once standards are in place, these cases will be included in workload estimates.

A. Comparison to Other Workload Studies

The workload values derived as a result of the study are similar to those obtained during studies conducted by NCCD in other jurisdictions. Table 6 compares the resulting workload values derived from this study to those of other studies in jurisdictions which use risk classification and employ similar supervision contact standards. For example, high risk cases in each jurisdiction shown have a minimum contact standard of four face-to-face contacts with the youth per month. The workload value for high risk, formal supervision cases in Missouri is 7.0 hours. The equivalent workload value in Virginia is 6.3 hours, 8.8 hours in Oklahoma, and 7.0 hours in Maryland.

The workload values derived for the intake process are more difficult to compare, since case type definitions (i.e., what work is involved in screening or referral processing) vary between jurisdictions. As mentioned previously, Missouri's study looked at intake in two stages: screening (receipt of a referral and determining whether or not and how to process it) and case processing (as either a formal or informal case). The study in Oklahoma did not separate out the screening process from the rest of the intake

process, but did separate court processing from all other intake processing. Despite these differences, Missouri's intake workload values are similar to those of Oklahoma's. The workload value in Missouri for screening is 2.1 hours, while the value for intake processing in Oklahoma is 2.8 hours. Other states have somewhat lower intake times. Maryland's time is 1.4 and Virginia's is 1.3. The workload value for formal, court processing in Missouri is 6.4 hours, compared to 7.0 hours in Oklahoma, 8.1 in Maryland, and 6.9 in Virginia. Overall, the intake processing times observed here are similar to those found in other juvenile agencies.

Table 6

Missouri Multi-County Juvenile Officer Workload Study
Comparison of Missouri Juvenile Officer Workload Values with Other Jurisdictions

	Minimum Monthly Face-to-Face Contacts	Missouri 2001 Estimates	Virginia (2001 Prelim.)	Oklahoma Youth Probation (1992)	Maryland Probation (1991)	Alaska Youth Services (1987)
Supervision Case Type						
Intensive	8	N/A	11.1	N/A	N/A	N/A
High	4	**7.0**	6.3	8.8	7.0	N/A
Medium	2	**3.6**	3.8	4.1	4.6	5.6
Low	1	**2.2**	2.4	2.9	2.6	3.0
Screening and Intake						
Screening/Detention Screening*		**2.1**	1.3	2.8	1.4	1.5
Intake Processing			N/A	N/A	N/A	3.3
Informal Processing		**2.0**				
Formal Processing **		**6.4**	6.9	7.0	8.1	N/A

Note: All studies were conducted by NCCD.
*Detention screening time for Virginia, Maryland, and Alaska.
** Pre-disposition processing for Virginia, Oklahoma, and Maryland.

As was the case with the workload values, the average time available for Missouri's juvenile officers is also in line with the results found in NCCD studies of other juvenile justice agencies. Time availability findings ranged from a low of 104.2 hours in Rhode Island to a high of 125 hours in Indiana, with values close to Missouri's in other states (115.4 hours in Oklahoma, 118 hours in Maryland, 119 hours in Alaska, and 111.8 hours in Virginia).

B. Risk Classification and Workload Estimates

The following table illustrates how risk classification and the associated contact standards can affect workload estimates. Table 7 shows that for the 1,035 formal cases supervised using the low, moderate, or high risks standards, the total workload per month is 4,279.2 hours. Assuming that the same 1,035 cases were supervised using an unclassified standard, the workload value estimated is 2.8 hours, and the estimated workload is only 2,898 hours. Consequently, classifying these cases by risk and applying the differential contact standards requires 12.5 additional officer positions ([4,279.2 hrs - 2,898 hrs = 1,381.2 hrs] / 110.3 per officer).

Table 7

Missouri Multi-County Juvenile Officer Workload Study
Missouri Formal Supervision
Comparison of Risk Classified and Unclassified Workload

Case Type	Workload Hours/Case	Average Monthly Cases	Total Workload Hours
Delinquency Formal Supervision			
Low Risk	2.2	314	690.8
Moderate Risk	3.6	429	1,544.4
High Risk	7.0	292	2,044.0
Risk Classified Workload Demand		**1,035**	**4,279.2**
Unclassified Workload Demand	**2.8**	**1,035**	**2,898.0**

This study estimates workload for the combined multi-county circuits including those that have implemented the risk classification system and those that have not. Based upon the time needed to serve intake and supervision cases according to juvenile court standards and the volume of cases typically served, the multi-county circuits need an additional 80.6 direct service staff in order to meet standards for the current average caseload. If all the circuits adopted risk-based supervision standards, an additional 14.2 staff would be required to meet the higher standards.[28] This estimate does not include clerical staff or supervisors.

C. Impact of Capacity and Peak Service Periods

The workload estimates shown for each service area are based on average monthly case activity. The demand for intakes and investigation of referrals, however, fluctuates from month to month. Periods of peak service demand will range above the estimates shown previously and require more staff time. While it is difficult to estimate an ideal staffing level because periods of high demand may be met by overtime or staff re-deployment, it is important to note that more staff time is required to meet standards during peak periods.

D. Summary

Workload estimates should reflect the policies and priorities of the court. The workload values resulting from this study enable an ongoing assessment of workload as policies change and as the number

[28] This is estimated based upon the 47.7% increase in staff as a result of calculations in Table 7 (1,381.2/2,898 = .477). The average monthly workload for unclassified formal supervision cases is 3,292.8 hours (see Table 4), and an application of a 47.7% increase results in an additional 14.2 staff ([3292.8*.4777=1570.7] /110.3=14.2).

of referrals and open supervision cases change. The values can be used to assess not only overall court workload but also unit and individual officer workloads. Applying the workload values to individual officers can guide future case assignments, or guide decisions about specialized caseloads.

It is important to note that this workload estimate does not include clerical, administrative support staff, or supervisors. These positions are typically requested as a proportion of the staff who perform direct supervision tasks.

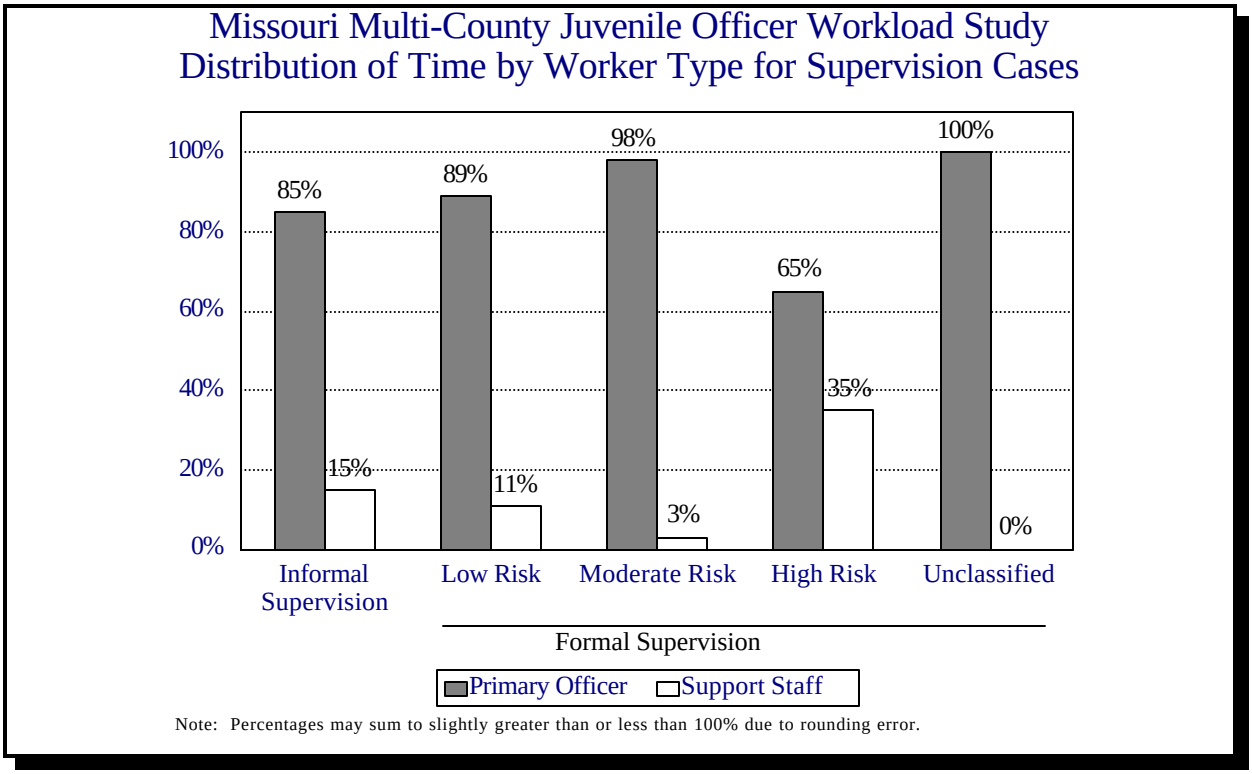
VIII. DISTRIBUTION OF OFFICER TIME

A secondary purpose of the workload study was to provide information about how officers spend time doing casework. The following figures review officer time recorded for cases that met standards by the nature of the work performed.[29]

All circuit staff involved in direct casework recorded time spent on sampled cases. Staff such as case aids, trackers, and placement coordinators are referred to as support staff. Figure 3 shows that officers who were primarily responsible for the case account for the majority of time spent on supervision cases. High risk cases have the highest proportion (35%) of support staff. Intakes (screening and referral processing) had minimal support staff time indicated and child welfare cases had no support staff time indicated, and therefore are not shown.

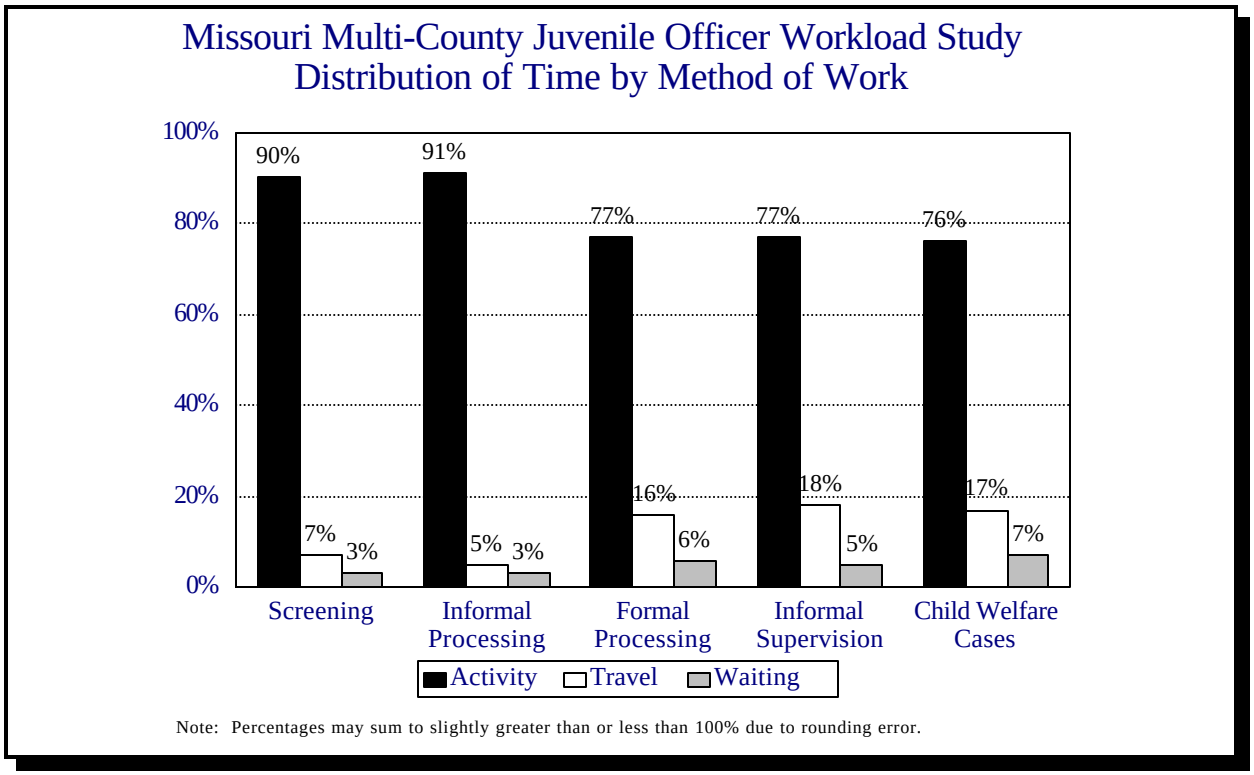
[29] Appendix A provides more detailed information of time spent by method and activity.

Figure 3



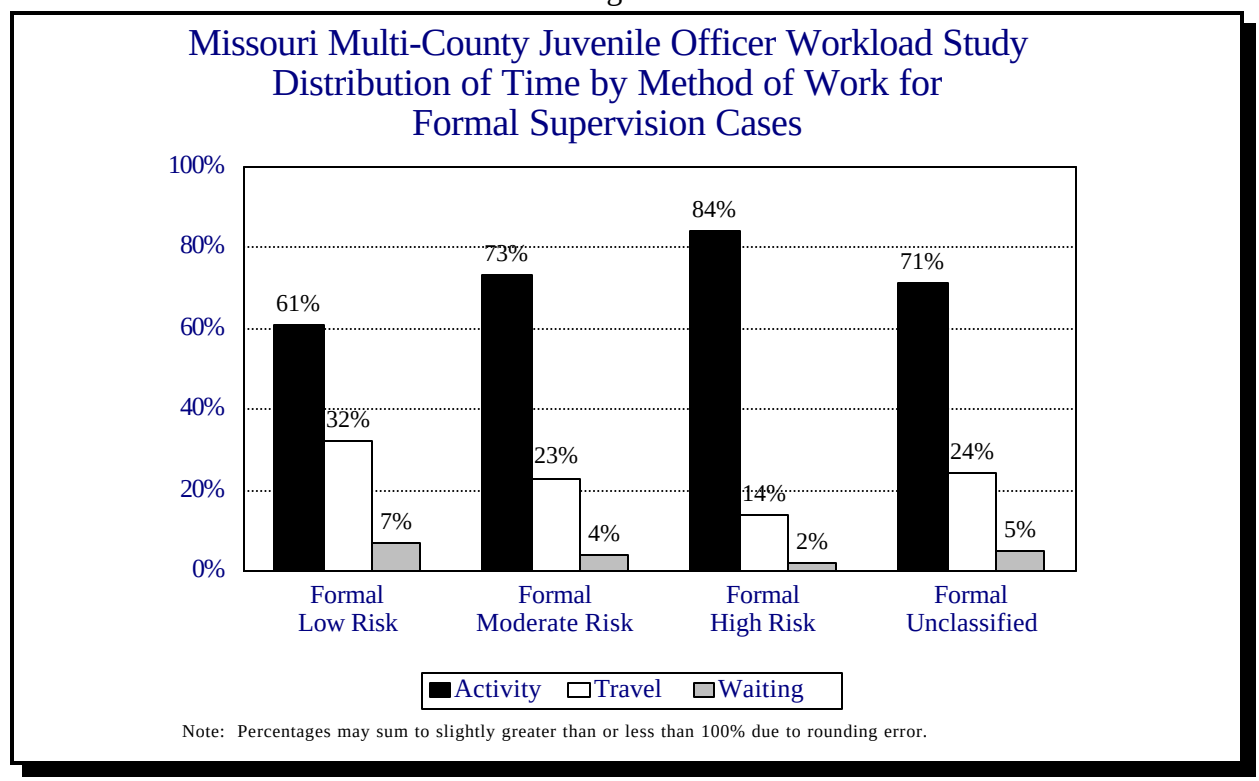
Figures 4 and 5 show time spent on cases by the nature of officers' work; whether they were involved in a case activity, traveling, or waiting for someone related to the case. Across all case types, the majority of officer time was spent on activities as opposed to travel or waiting.

Figure 4



Note: Percentages may sum to slightly greater than or less than 100% due to rounding error.

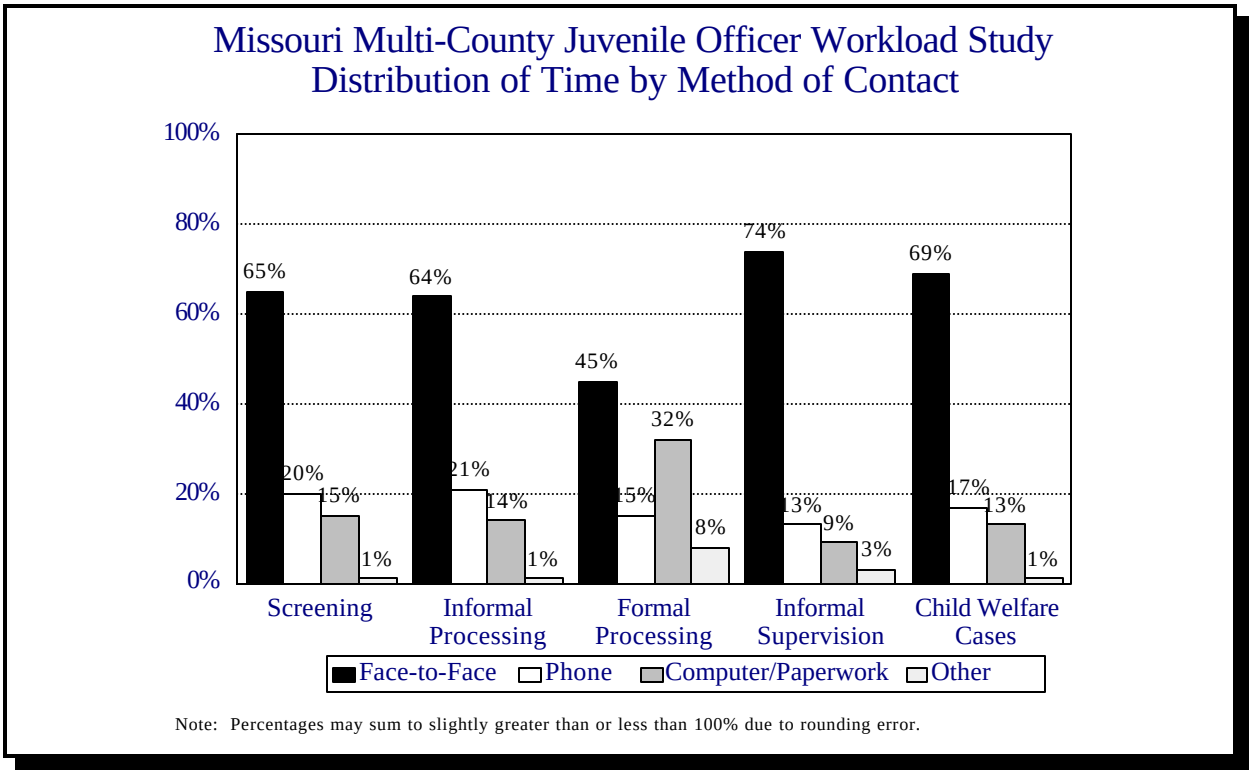
Figure 5



Note: Percentages may sum to slightly greater than or less than 100% due to rounding error.

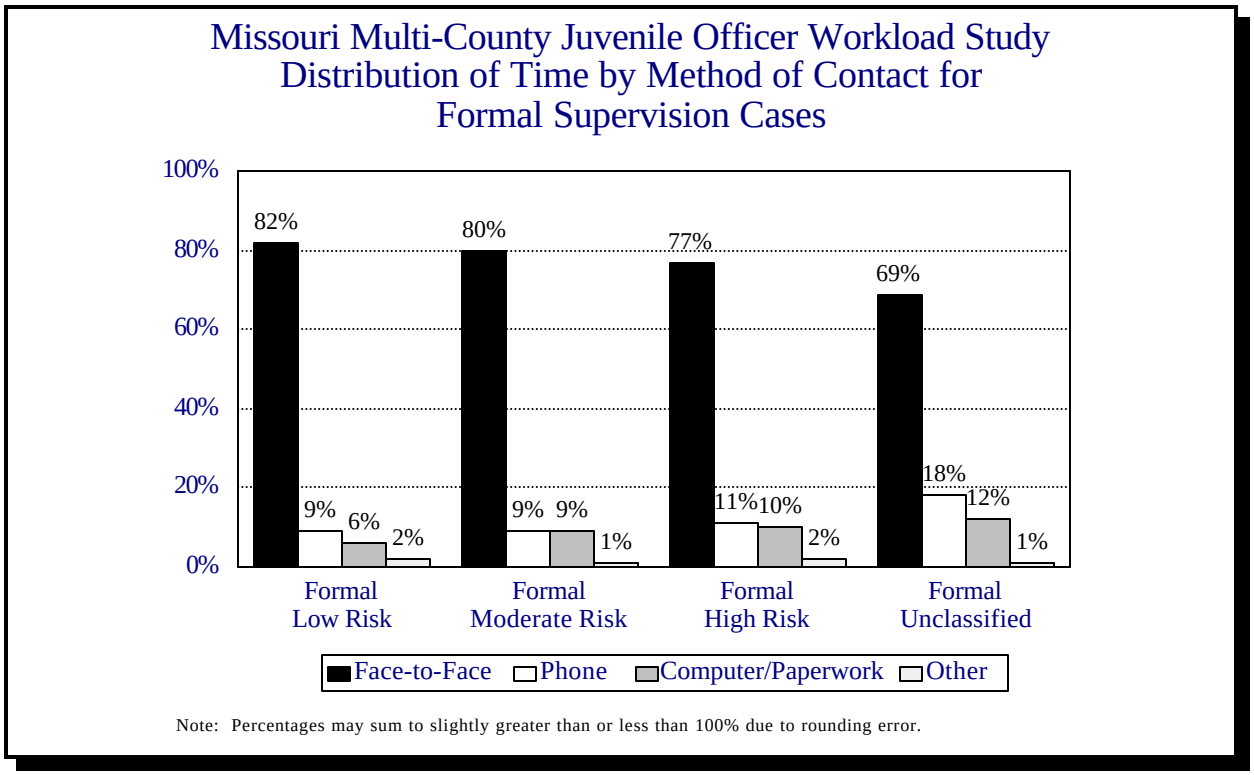
Figures 6 and 7 break out time spent on cases by the method of contact. With the exception of formal case processing, more than half of the time spent on a case involved face-to-face contact (i.e., with the youth or family, other departmental staff, etc.).

Figure 6



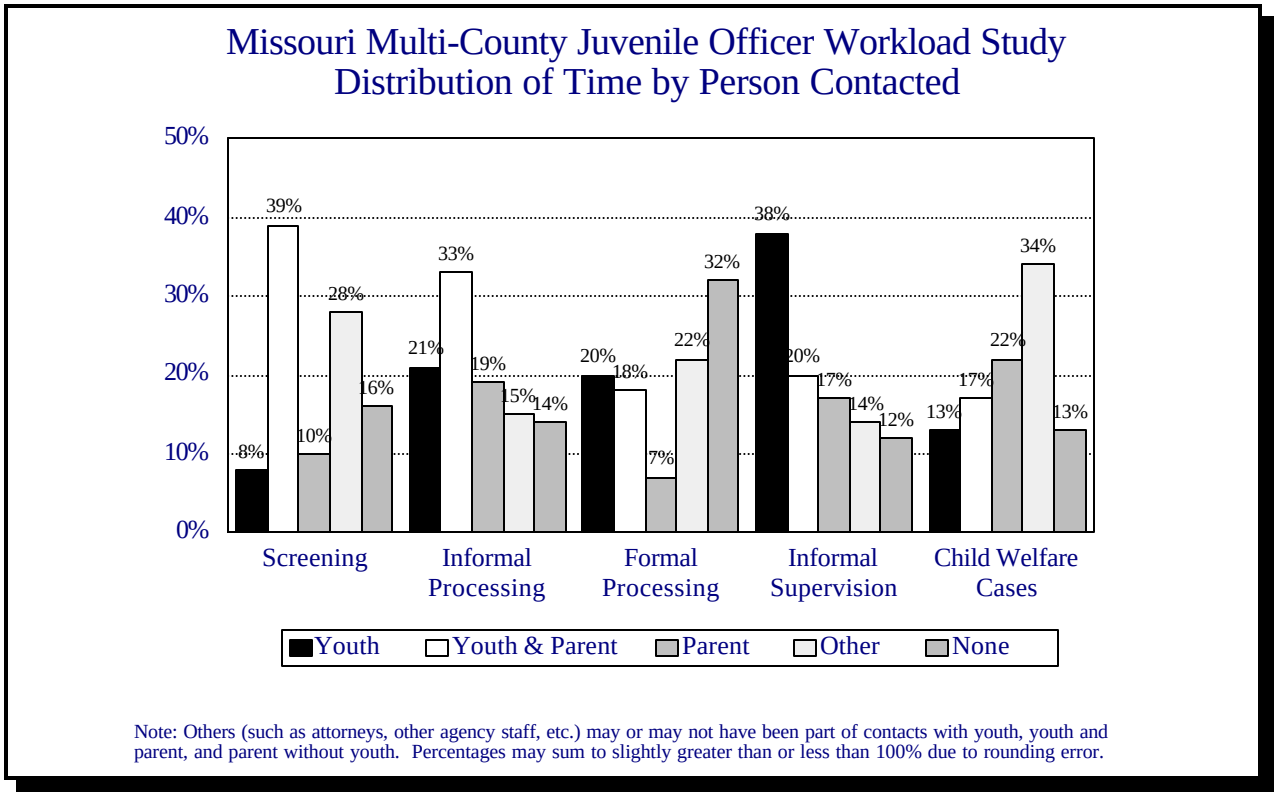
Note: Percentages may sum to slightly greater than or less than 100% due to rounding error.

Figure 7



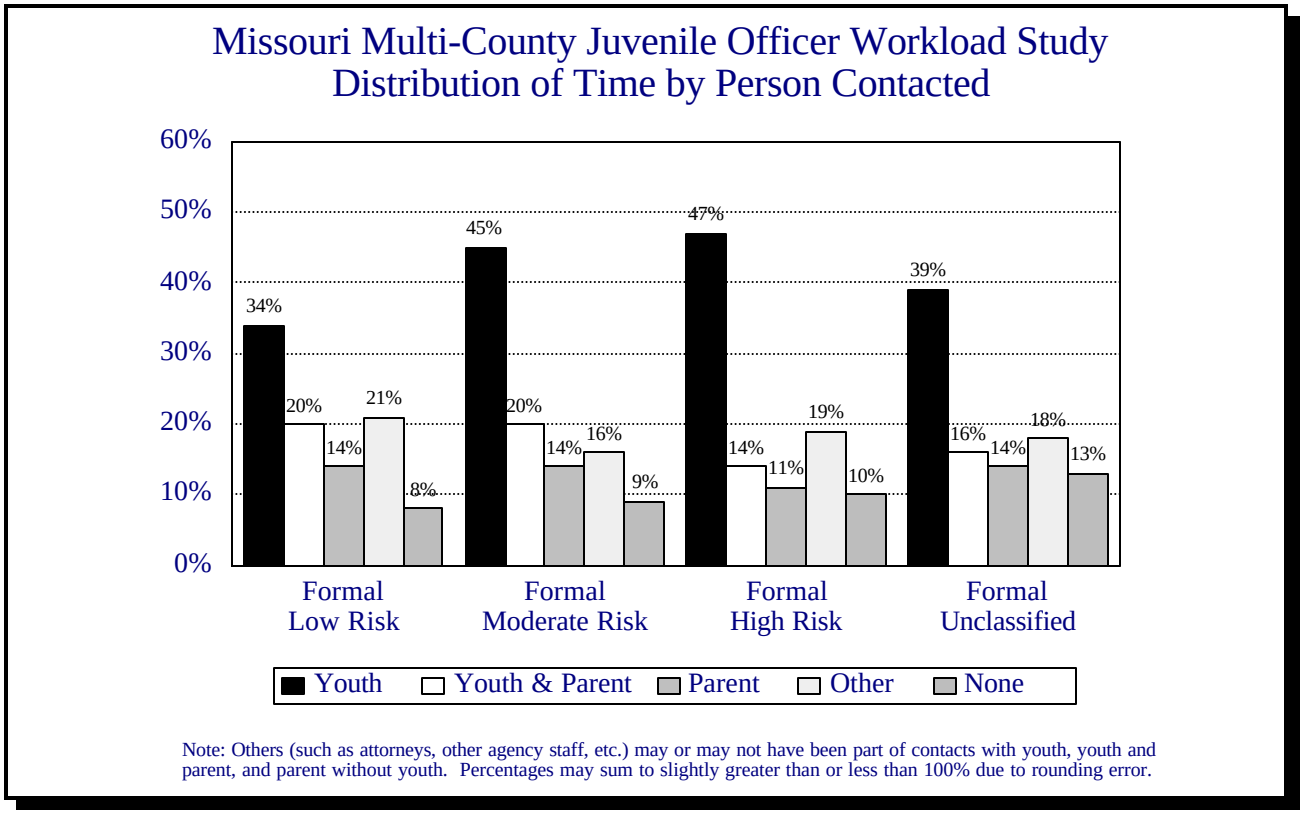
Figures 8 and 9 show case time by the person contacted (using any method). For supervision cases, staff spent between 34% and 47% of their time with the youth (with or without others present), 14% to 20% with the youth and the parents, and an additional 11% to17% with the parent but not the youth (see Figure 9). Child welfare cases have the highest proportion of time spent with others, which is expected given that court personnel monitor rather than directly serve these cases. Referrals being processed into formal cases have the least proportion of contact with others, which may be a function of preparing a petition and other court materials.

Figure 8



Note: Others (such as attorneys, other agency staff, etc.) may or may not have been part of contacts with youth, youth and parent, and parent without youth. Percentages may sum to slightly greater than or less than 100% due to rounding error.

Figure 9



Note: Others (such as attorneys, other agency staff, etc.) may or may not have been part of contacts with youth, youth and parent, and parent without youth. Percentages may sum to slightly greater than or less than 100% due to rounding error.

Table 8 reviews the average number of face-to-face contacts recorded for sample cases by the type of supervision cases. Informal supervision cases had an average of 2.4 contacts with the youth without a parent present, and an average 1.2 contacts with the youth and parents. As expected, the average number of contacts for supervision cases increases as risk level increases. A formal low risk case had an average of 2.0 contacts with youth, while high risk cases had an average 5.1 contacts with youth. Given these averages, standards were exceeded for some cases. This is expected, since officers spend more time on youth or families that have a crisis, which can occur with any youth at any risk level.

Table 8

Average Number of Face-to-Face Contacts by Supervision Case Type for Cases that Met Standards

Supervision Case Type	N	Average Contacts with Youth	Average Contacts with Youth and Parent
Informal	125	2.4	1.2
Formal			
Low Risk	65	2.0	0.8
Moderate Risk	110	3.5	1.0
High Risk	83	5.1	1.7
Unclassified	86	2.3	0.7

Note: Others (such as attorneys, other court staff, etc.) may or may not have been part of contacts with youth or contacts with youth and parent.

The preceding information reviewed the nature of work performed for cases that met standards.[30] The data indicate that officers spend the majority of their time on case-related activities, and in contact with youth and/or family members.

[30] As mentioned previously, officers were asked to meet standards for sampled cases during the study when possible.

Appendix A

Additional Information About the Workload Study Sample

Tables A1 and A2 review the observations made during the study for each study case type (based upon a stratified random sample selected), and what proportion met standards based upon a supervisor's review of the work performed and tracked. For example, during the course of the study, 94 screenings of an intake were randomly sampled and tracked from start to completion. Of the 94 screenings tracked, 92, or 97.9%, met standards based upon a supervisor's review. Of formal supervision cases, 469 of 513 (91.4%) met standards (not shown). Overall, 92.9% of the cases tracked met standards (not shown).

Table A1

Missouri Multi-County Juvenile Officer Workload Study
Proportion of Cases that Met Standards Per Supervisor Review

Case Type	Total Sample	Number that Met Standards	% That Met Standards
Intake			
Screening	94	92	97.9%
Informal Processing	46	41	89.1%
Formal Processing	56	53	94.6%
Delinquency Case Service/Supervision			
Informal Cases	134	125	93.3%
Formal Cases			
Low Risk	68	65	95.6%
Moderate Risk	122	110	90.2%
High Risk	90	83	92.2%
Unclassified	99	86	86.9%
Child Welfare Case Services			
New Cases	19	19	100.0%
Ongoing Cases	135	128	94.8%
Overall Case Observations	**863**	**802**	**92.9%**

Table A2

Missouri Multi-County Juvenile Officer Workload Study
Estimated Hours Per Case Type

Sample Case Type	Total N	Did Not Meet Standards		Met Standards	
		Avg. Hrs.	N	Avg. Hrs.	N
Intake					
Screening	75	0.10	1	2.06	74
Informal Processing	46	1.05	5	2.03	41
Formal Processing	56	3.39	3	6.41	53
Delinquency Case Service/Supervision					
Informal Cases	134	1.40	9	2.87	125
Formal Cases					
Low Risk	68	1.47	3	2.18	65
Moderate Risk	122	2.43	12	3.57	110
High Risk	90	1.97	7	7.02	83
Unclassified	99	1.83	13	2.84	86
Child Welfare Case Services					
New Cases	19	--	--	5.58	19
Ongoing Cases	135	4.30	7	2.60	128

Table A3

Missouri Multi-County Juvenile Officer Workload Study
Estimated Hours Serving Delinquency Cases that Met Standards by Case Status

Case Type	New Cases		Ongoing Cases	
	Hrs/Mo.	N	Hrs/Mo.	N
Informal Cases	3.15	30	2.78	95
Formal Cases				
Low Risk	4.45	4	2.03	61
Moderate Risk	4.13	4	3.55	106
High Risk	8.19	8	6.89	75
Unclassified	3.37	5	2.78	81

The remaining tables (Tables A4-A7) review the distribution of officer time spent by the nature of the work.

Table A4

Missouri Multi-County Juvenile Officer Workload Study
Distribution of Time by Worker Type

	Sample Cases	Primary Officer	Support Staff	Total Minutes	Total Hours
Screening	74				
Minutes		123	0	**123**	**2.1**
Percent of total time		100%	0%	**100%**	
Informal Processing	41				
Minutes		122	0	**122**	**2.0**
Percent of total time		100%	0%	**100%**	
Formal Processing	53				
Minutes		382	2	**384**	**6.4**
Percent of total time		99%	1%	**100%**	
Informal	125				
Minutes		147	25	**172**	**2.9**
Percent of total time		85%	15%	**100%**	
Formal Low Risk	65				
Minutes		116	15	**131**	**2.2**
Percent of total time		89%	11%	**100%**	
Formal Moderate Risk	110				
Minutes		209	6	**214**	**3.6**
Percent of total time		98%	3%	**100%**	
Formal High Risk	83				
Minutes		274	147	**421**	**7.0**
Percent of total time		65%	35%	**100%**	
Formal Unclassified	86				
Minutes		170	0	**170**	**2.8**
Percent of total time		100%	0%	**100%**	
Child Welfare Cases	147				
Minutes		179	0	**179**	**3.0**
Percent of total time		100%	0%	**100%**	

Note: Time is shown in minutes unless otherwise indicated.

Table A5

Missouri Multi-County Juvenile Officer Workload Study
Distribution of Time by Method of Work

	Sample Cases	Activity	Travel	Waiting	Total Minutes	Total Hours
Screening	74					
Minutes		111	9	4	**123**	**2.1**
Percent of total time		90%	7%	3%	**100%**	
Informal Processing	41					
Minutes		111	7	3	**122**	**2.0**
Percent of total time		91%	6%	2%	**100%**	
Formal Processing	53					
Minutes		300	59	25	**384**	**6.4**
Percent of total time		78%	15%	7%	**100%**	
Informal	125					
Minutes		132	31	9	**172**	**2.9**
Percent of total time		77%	18%	5%	**100%**	
Formal Low Risk	65					
Minutes		80	42	9	**131**	**2.2**
Percent of total time		61%	32%	7%	**100%**	
Formal Moderate Risk	110					
Minutes		157	49	8	**214**	**3.6**
Percent of total time		73%	23%	4%	**100%**	
Formal High Risk	83					
Minutes		352	61	8	**421**	**7.0**
Percent of total time		84%	14%	2%	**100%**	
Formal Unclassified	86					
Minutes		120	40	9	**170**	**2.8**
Percent of total time		71%	24%	5%	**100%**	
Child Welfare Cases	147					
Minutes		136	30	13	**179**	**3.0**
Percent of total time		76%	17%	7%	**100%**	

Note: Time is shown in minutes unless otherwise indicated. Percentages may sum to slightly greater than or less than 100% due to rounding error.

Table A6

Missouri Multi-County Juvenile Officer Workload Study
Distribution of Time by Method of Case Contact

	Sample Cases	Face-to-Face	Phone	Computer/ Paperwork	Other	Total Minutes	Total Hours
Screening	74						
Minutes		80	24	19	1	**123**	**2.1**
Percent of total time		65%	20%	15%	1%	**100%**	
Informal Processing	41						
Minutes		76	28	17	1	**122**	**2.0**
Percent of total time		62%	23%	14%	1%	**100%**	
Formal Processing	53						
Minutes		180	60	121	24	**384**	**6.4**
Percent of total time		47%	16%	32%	6%	**100%**	
Informal	125						
Minutes		128	22	15	6	**172**	**2.9**
Percent of total time		74%	13%	9%	3%	**100%**	
Formal Low Risk	65						
Minutes		108	12	8	2	**131**	**2.2**
Percent of total time		82%	9%	6%	2%	**100%**	
Formal Moderate Risk	110						
Minutes		172	20	20	2	**214**	**3.6**
Percent of total time		80%	9%	9%	1%	**100%**	
Formal High Risk	83						
Minutes		323	47	42	8	**421**	**7.0**
Percent of total time		77%	11%	10%	2%	**100%**	
Formal Unclassified	86						
Minutes		118	30	20	1	**170**	**2.8**
Percent of total time		69%	18%	12%	1%	**100%**	
Child Welfare Cases	147						
Minutes		124	31	23	2	**179**	**3.0**
Percent of total time		69%	17%	13%	1%	**100%**	

Note: Time is shown in minutes unless otherwise indicated. Percentages may sum to slightly greater than or less than 100% due to rounding error.

Table A7

Missouri Multi-County Juvenile Officer Workload Study
Distribution of Time by Person Contacted (Any Method)

	Sample Cases	Youth*	Youth & Parent*	Parent*	Other	None	Total Minutes	Total Hours
Screening	74							
Minutes		10	48	12	34	20	**123**	**2.1**
Percent of total time		8%	39%	10%	28%	16%	**100%**	
Informal Processing	41							
Minutes		28	34	22	20	17	**122**	**2.0**
Percent of total time		23%	28%	18%	16%	14%	**100%**	
Formal Processing	53							
Minutes		64	69	36	94	121	**384**	**6.4**
Percent of total time		17%	18%	9%	24%	32%	**100%**	
Informal	125							
Minutes		66	35	30	24	21	**172**	**2.9**
Percent of total time		38%	20%	17%	14%	12%	**100%**	
Formal Low Risk	65							
Minutes		45	26	18	28	11	**131**	**2.2**
Percent of total time		34%	20%	14%	21%	8%	**100%**	
Formal Moderate Risk	110							
Minutes		96	42	29	34	20	**214**	**3.6**
Percent of total time		45%	20%	14%	16%	9%	**100%**	
Formal High Risk	83							
Minutes		198	58	48	80	43	**421**	**7.0**
Percent of total time		47%	14%	11%	19%	10%	**100%**	
Formal Unclassified	86							
Minutes		66	27	24	30	22	**170**	**2.8**
Percent of total time		39%	16%	14%	18%	13%	**100%**	
Child Welfare Cases	147							
Minutes		24	30	40	61	23	**179**	**3.0**
Percent of total time		13%	17%	22%	34%	13%	**100%**	

* Others (such as attorneys or other court staff) may or may not have been present.
Note: Time is shown in minutes unless otherwise indicated. Percentages may sum to slightly greater than or less than 100% due to rounding error.

Appendix B

Workload Study Case Types and Associated Standards

CASE TYPES AND STANDARDS
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Page #:

Referral/Intake to Disposition

1. Screening B1
2. Case Processing as Informal or Formal B2

Juvenile Delinquency

1. Informal Supervision - New Cases B3
2. Informal Supervision - Ongoing Cases B4
3. Formal Supervision - New Cases B5
4. Formal Supervision - Ongoing Cases B6
5. Community-Based Intensive Supervision Cases B7

Child Welfare (CA/N or Other Child Welfare)

1. Informal - New Cases B8
2. Informal - Ongoing Cases B9
3. Formal - New Cases B10
4. Formal - Ongoing Cases B11

Note: Track all work completed by you for sample cases/referrals. If some tasks listed were completed by other staff/prior to case assignment to you, the case meets that standard but you should not record the time it took to complete that task (since you did not perform the work). The following standards are minimum standards to be met. Track all work completed within the specified time frame, even if that work exceeds the following standards.

Delinquency Supervision Cases: Circuit courts implementing the Missouri State Classification System (courts 10, 20, and 13) have differential contact standards based upon the youth's risk level. All other circuit courts should follow the standard for unclassified youth.

CASE TYPE: REFERRAL/INTAKE SCREENING

FORM: Referral/Intake and Disposition Time

CASE TYPE DESCRIPTION:
Delinquency (law and status) as well as child welfare (child abuse/neglect and child protection) referrals assigned to an officer for follow up/investigation.

ACTIVITY TO BE STUDIED:
Includes all activities necessary to determine if departmental services are in the best interest of the youth, family, and/or community. This may include but is not limited to: reviewing client case materials, interview with and assessment of the client and family, follow up with collaterals, a mental health assessment of youth, documentation, and appropriate service referrals.

LENGTH OF CASE STUDY:
Begins: When referral is assigned to a court officer (either a date stamped referral or one received by phone).
Ends: When decision is made about how to process the case, formally or informally (for formal cases, end just prior to preparation for petitioning; for informal cases, end just prior to preparation for sending out the informal adjustment letter). For child welfare cases, end at the close of the DFS investigation.

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Review case materials
b. Conduct investigation (determine if there is evidence available to support a petition)
c. Forward referral to appropriate authorities . . . . . if applicable
d. Make recommendation for disposition
   Not detained or removed . . . . . within 30 calendar days
   Detained . . . . . within 24 hours
   In protective custody . . . . . Family support team meeting within 72 hours
e. Victim notification . . . . . as necessary
f. Obtain supervisor approval . . . . . as necessary

CONTACT REQUIREMENTS
a. Face-to-face with youth
   Not detained or removed . . . . . as necessary
   Detained . . . . . once if possible
   In protective custody . . . . . once if possible
b. Parent(s)/custodian(s) . . . . . as necessary
c. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

CASE TYPE: REFERRAL/INTAKE CASE PROCESSING AS FORMAL OR INFORMAL

FORM: Referral/Intake and Disposition Time

CASE TYPE DESCRIPTION:
Delinquency (law and status) as well as child welfare (child abuse/neglect and child protection) referrals currently being processed as a formal or informal case.

ACTIVITY TO BE STUDIED:
Includes all activities necessary to process the case and may include but is not limited to: reviewing case materials, assessment of the client and family (including risk and needs assessment if appropriate), case conferencing or preparation of petition, documentation, and appropriate service referrals.

LENGTH OF CASE STUDY:
Begins: Immediately following the decision about how to process the case, formally or informally (for formal cases, begins with preparation for petitioning; for informal cases, begins with preparation for sending out the informal adjustment letter).
Ends: At case disposition; case assigned to worker for ongoing supervision either as formal or informal (after informal conference/final disposition).

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Review case materials
b. Assessment of client and family
(*Classification Courts: Risk and needs assessments, juvenile classification results*)
c. Determination of sanctions/services utilized . . . . . within 30 calendar days of referral
d. Case processing
Formal cases: Prepare petition, etc.
Informal cases: Conduct Informal Adjustment Conference
e. Results of above (c. and d.) sent to court . . . . . five business days post final disposition
f. Complete DYS Stat form
g. Notices . . . . . as required
Formal cases: Summons/service of petitions and other pleadings
Informal cases: Notice of informal adjustment
h. Victim notification . . . . . as necessary
I. Obtain supervisor approval . . . . . as necessary
j. Provide or facilitate the provision of services
k. Follow up on services provided . . . . . as necessary

CONTACT REQUIREMENTS
a. Face-to-face with youth
Not Detained . . . . . once
Detained . . . . . once if possible
b. Parent(s)/custodian(s) . . . . . once
c. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

CASE TYPE: INFORMAL SUPERVISION CASES - NEW CASE

FORM: DJO Supervision Case Time

CASE TYPE DESCRIPTION:
Supervision cases determined to be in need of informal supervision.

ACTIVITY TO BE STUDIED:[31]
Includes all activities necessary to arrange and provide informal supervision to youth and/or family. This may include but is not limited to: gathering information, completing the treatment plan, referral to community based services, and follow up with service providers, youth and/or family.

LENGTH OF CASE STUDY:
Begins: When the case is assigned (post-informal adjustment conference).
Ends: 31 calendar days after case assignment.

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION

a. Case planning/documentation
b. Documentation of violations . . . . . as necessary
c. Pick up/apprehension requests . . . . . as necessary
d. Establish/Review supervision rules with client
e. Victim and collateral notification . . . . . as necessary
f. Provide or facilitate the provision of services
g. Follow-up on services provided . . . . . as necessary

CONTACT REQUIREMENTS

a. Face-to-face with youth and parent(s)/custodian(s) . . . . . once
b. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

[31] Only record time for work completed. Do not record time for above tasks that were completed during intake.

CASE TYPE: INFORMAL SUPERVISION CASES - ONGOING CASE

FORM: DJO Supervision Case Time

CASE TYPE DESCRIPTION:
Ongoing cases determined to be in need of informal supervision that have been assigned for 32 days or more.

ACTIVITY TO BE STUDIED:[32]
Includes all activities necessary to arrange and provide informal supervision to youth and/or family. This may include but is not limited to: gathering information, completing the treatment plan, referral to community based services, and follow up with service providers, youth and/or family.

LENGTH OF CASE STUDY:
Begins: When the study begins.
Ends: Upon completion of the study or when the case is closed (either because of successful completion of services, filing of a petition, or a new referral).

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION

a. Case planning/maintain documentation
b. Documentation of violations . . . . . as necessary
c. Pick up/apprehension requests . . . . . as necessary
d. Victim and collateral notification . . . . . as necessary
e. Provide or facilitate the provision of services
f. Follow up on services provided . . . . . as necessary
g. Case closure procedures . . . . . as necessary

CONTACT REQUIREMENTS

a. Face-to-face with youth . . . . . monthly
b. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

[32] Only record time for work completed. Do not record time for above tasks completed prior to beginning of recording time.

CASE TYPE: FORMAL SUPERVISION CASES - NEW CASE

FORM: DJO Supervision Case Time

CASE TYPE DESCRIPTION:
Delinquency cases that resulted in an adjudication and formal disposition order. This does not include community based specialized supervision/service programs such as ISS (Intensive Supervision Services).

ACTIVITY TO BE STUDIED:[33]
Includes all activities performed by the assigned officer to provide supervision of a youth. The emphasis in this case type is on the officer activity required to meet applicable court standards in the first month the youth is assigned to supervision. This may include but is not limited to: preparation for and attendance of any additional court hearings, documentation and assessment completion/maintenance, supervising youth and/or arranging/managing services for youth and/or family.

LENGTH OF CASE STUDY:
Begins: When the case is assigned (post-disposition).
Ends: 31 calendar days after case assignment.

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Case planning/documentation
b. Documentation of violations . . . . . as necessary
c. Pick up/apprehension requests . . . . . as necessary
d. Required court work and reports/appearances . . . . . as required
e. Review supervision rules with client
f. Victim and collateral notification . . . . . as necessary
g. Provide or facilitate the provision of services
h. Monitor provision of services

CONTACT REQUIREMENTS
a. Face-to-face with youth and parent(s)/custodian(s) . . . . . monthly[34]
b. Face-to-face contact with youth . . . . . monthly according to supervision level (see below)
c. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

Monthly Contacts for Formal Supervision Cases

Supervision Level	Type of Monthly Contacts	Conditions
High level	**4** Face-to-face with youth, Collateral contacts as needed	At least 1 face-to-face with youth and parent/custodian.
Moderate level	**2** Face-to-face with youth, Collateral contacts as needed	At least 1 face-to-face with youth and parent/custodian.
Low level	**1** Face-to-face with youth, Collateral contacts as needed	Face-to-face with youth and parent/custodian.
Unclassified	**1** Face-to-face with youth, Collateral contacts as needed	Face-to-face with youth and parent/custodian.

[33] Only record time for work completed. Do not record time for above tasks that were completed during intake.

[34] Courts that have not implemented Missouri's Juvenile Risk Classification System should make contacts as specified for 'Unclassified' cases.

CASE TYPE: FORMAL SUPERVISION CASES - ONGOING CASE

FORM: DJO Supervision Case Time

CASE TYPE DESCRIPTION:
Formal supervision cases that have been open 32 days or more. This does not include community based specialized supervision/service programs such as ISS (Intensive Supervision Services).

ACTIVITY TO BE STUDIED:
Includes all activities performed by the assigned officer to provide supervision of a youth. The emphasis in this case type is on the officer activity required to meet applicable court standards each month. This may include but is not limited to: preparation for and attendance of any additional court hearings, documentation and assessment completion/maintenance, supervising youth and/or arranging/managing services for youth and/or family.

LENGTH OF CASE STUDY:
Begins: When the study begins.
Ends: Upon completion of the study or when the case is closed (either because of successful completion of services or a new referral).

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Case planning/maintain documentation
b. Documentation of violations . . . . . as necessary
c. Pick up/apprehension requests . . . . . as necessary
d. Required court work and reports/appearances . . . . . as required
e. Victim and collateral notification . . . . . as necessary
f. Provide or facilitate the provision of services
g. Follow up on services provided . . . . . as necessary
h. Case closure procedures . . . . . as necessary

CONTACT REQUIREMENTS
a. Face-to-face with youth and parent(s)/custodian(s) . . . . . monthly[35]
b. Face-to-face contact with youth . . . . . monthly according to supervision level (see below)
c. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

Monthly Contacts for Formal Supervision Cases

Supervision Level	Type of Monthly Contacts	Conditions
High level	**4** Face-to-face with youth, Collateral contacts as needed	At least 1 face-to-face with youth and parent/custodian
Moderate level	**2** Face-to-face with youth, Collateral contacts as needed	At least 1 face-to-face with youth and parent/custodian
Low level	**1** Face-to-face with youth, Collateral contacts as needed	Face-to-face with youth and parent/custodian
Unclassified	**1** Face-to-face with youth, Collateral contacts as needed	Face-to-face with youth and parent/custodian

[35] Courts that have not implemented Missouri's Juvenile Risk Classification System should make contacts as specified for 'Unclassified' cases.

CASE TYPE: COMMUNITY-BASED INTENSIVE SUPERVISION CASES

FORM: DJO Supervision Case Time

CASE TYPE DESCRIPTION:
Youth assigned for community based intensive or specialized supervision/service programs that are not placed in a residential treatment center.

ACTIVITY TO BE STUDIED:
Includes all activities performed by the assigned officer to provide supervision of a youth according to program requirements. The emphasis in this case type is on the officer activity required to meet applicable court standards each month. This may include but is not limited to: preparation for and attendance of any additional court hearings, documentation and assessment completion/maintenance, supervising youth and/or arranging/managing services for youth and/or family.

LENGTH OF CASE STUDY:

New Case:	Begins:	When the case is assigned to the program.
	Ends:	31 calendar days after case assignment.
Ongoing Case:	Begins:	When the study begins.
	Ends:	Upon completion of the study or when the case is closed (either because of successful completion of services or a new referral).

PRACTICE STANDARDS:

CASE PLANNING/FORMS/DOCUMENTATION

a. Case planning/maintain documentation
b. Documentation of violations . . . . . as necessary
c. Pick up/apprehension requests . . . . . as necessary
d. Required court work and reports/appearances . . . . . as required
e. Review/establish supervision rules with client
f. Victim and collateral notification . . . . . as necessary
g. Provide or facilitate the provision of services
h. Follow-up on services provided . . . . . as necessary
I. Case closure procedures . . . . . as necessary

CONTACT REQUIREMENTS

a. Face-to-face with youth and parent(s)/custodian(s) . . . . . monthly
b. Face-to-face contact with youth . . . . . weekly[36]
c. Collaterals (victim, school, police, doctor, service provider, other) . . . . . as necessary

[36] Or more frequently if program dictates.

CASE TYPE: INFORMAL CHILD WELFARE CASES - NEW CASE

FORM: DJO Child Welfare Case Time

CASE TYPE DESCRIPTION:
Child Welfare cases (Child abuse/neglect cases and child protection cases) opened for informal services.

ACTIVITY TO BE STUDIED:[37]
Includes all activities necessary to arrange and provide informal services to child and/or family. This may include but is not limited to: gathering information, family assessment, documentation, completing the treatment plan, referral to community based services, and follow up with service providers, child and/or family.

LENGTH OF CASE STUDY:
Begins: When the case is assigned (post-informal adjustment conference).
Ends: 31 calendar days after case assignment.

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Case planning/documentation
b. Participation in team support meetings . . . . . if applicable
c. Meet with DFS staff . . . . . as necessary
d. Collateral notification . . . . . as necessary
e. Provide or facilitate the provision of services
f. Monitor provision of services . . . . . monthly

CONTACT REQUIREMENTS
a. Face-to-face with child/youth and parent(s)/custodian(s) . . . . . as necessary
b. Collaterals (school, police, doctor, service provider, other) . . . . . as necessary

[37] Only record time for work completed. Do not record time for above tasks that were completed during intake.

CASE TYPE: INFORMAL CHILD WELFARE CASES - ONGOING CASE

FORM: DJO Child Welfare Case Time

CASE TYPE DESCRIPTION:
Child Welfare cases (Child abuse/neglect cases and child protection cases) that have been opened for services for 32 days or more.

ACTIVITY TO BE STUDIED:
Includes all activities necessary to arrange and provide informal services to child and/or family. This may include but is not limited to: gathering information, family assessment, documentation, completing the treatment plan, referral to community based services, and follow up with service providers, child and/or family.

LENGTH OF CASE STUDY:
Begins: When the study begins.
Ends: Upon completion of the study or when the case is closed (either because of successful completion of services, filing of a petition, or a new referral).

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION
a. Case planning/maintain documentation
b. Participation in team support meetings . . . . . if applicable
c. Meet with DFS staff . . . . . as necessary
d. Collateral notification . . . . . as necessary
e. Provide or facilitate the provision of services
f. Monitor provision of services . . . . . monthly

CONTACT REQUIREMENTS
a. Face-to-face with child/youth or parent(s)/custodian(s) . . . . . as necessary
b. Collaterals (school, police, doctor, service provider, other) . . . . . as necessary

CASE TYPE: FORMAL CHILD WELFARE CASES - NEW CASE

FORM: DJO Child Welfare Case Time

CASE TYPE DESCRIPTION:
Child Welfare cases (Child abuse/neglect cases and child protection cases) opened for formal services.

ACTIVITY TO BE STUDIED:[38]
Includes all activities necessary to arrange and provide formal services to child and/or family. This may include but is not limited to: preparation for and attendance of any additional court hearings, documentation, additional family assessment, completing the treatment plan, referral to community based services, and follow up with service providers, child and/or family.

LENGTH OF CASE STUDY:
Begins: When the case is assigned (post-disposition).
Ends: 31 calendar days after case assignment.

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION

a. Case planning/documentation
b. Participation in team support meetings . . . . . if applicable
c. Meet with DFS staff . . . . . as necessary
d. Required court work and reports/appearances . . . . . as required
e. Collateral notification . . . . . as necessary
f. Provide or facilitate the provision of services
g. Monitor provision of services . . . . . monthly

CONTACT REQUIREMENTS

a. Face-to-face with child/youth and parent(s)/custodian(s) . . . . . as necessary
b. Collaterals (school, police, doctor, service provider, other) . . . . . as necessary

[38] Only record time for work completed. Do not record time for above tasks that were completed during intake.

CASE TYPE: FORMAL CHILD WELFARE CASES - ONGOING CASE

FORM: DJO Child Welfare Case Time

CASE TYPE DESCRIPTION:
Child Welfare cases (Child abuse/neglect cases and child protection cases) opened for formal services.

ACTIVITY TO BE STUDIED:
Includes all activities necessary to arrange and provide formal services to child and/or family. This may include but is not limited to: preparation for and attendance of any additional court hearings, documentation, additional family assessment, completing the treatment plan, referral to community based services, and follow up with service providers, child and/or family.

LENGTH OF CASE STUDY:
Begins: When the study begins.
Ends: Upon completion of the study or when the case is closed (either because of successful completion of services or a new referral).

PRACTICE STANDARDS:
CASE PLANNING/FORMS/DOCUMENTATION

a. Case planning/maintain documentation
b. Participation in team support meetings . . . . . if applicable
c. Meet with DFS staff . . . . . as necessary
d. Required court work and reports/appearances . . . . . as required
(Includes six-month permanency planning review and 12 month judicial review)
e. Collateral notification . . . . . as necessary
f. Provide or facilitate the provision of services
g. Monitor provision of services . . . . . monthly

CONTACT REQUIREMENTS

a. Face-to-face with child/youth and parent(s)/custodian(s) . . . . . as necessary
b. Collaterals (school, police, doctor, service provider, other) . . . . . as necessary

Appendix C

Examples of Activities Recorded as Other Case Support/Administrative Codes

Examples of Activities Recorded As Other Case Support/Administrative Codes

The following is a sample of activities recorded by officers and coded as "other." Based upon the activities listed here, it appears that a portion of these activities could have been coded using an existing code but were not (for instance, completing an intake may have been on-call work, or substitute coverage).

Example Activities Recorded as Other Administrative Work:

- Listening to voice mail, reviewing email
- Meeting with interns
- Visiting a school
- Updating the DFS phone list
- Firearm certification
- Meeting with community service providers

Example Activities Recorded as Other Case Support Work:

- Accompany a DJO on a home visit
- Transport a youth who is not on my caseload
- Testify in court
- Covering another DJOs caseload
- Supervising a parent's visitation

Appendix D

Definition of Terms

Definition of Terms

The following clarifies terms used in the previous report.

Standards: The Standards in Administration of Juvenile Justice.

Courts: The juvenile division/juvenile offices of the Circuit Court.

Workload Value: The estimated time needed to perform tasks associated with the case type.